



# James City County

## FY 2010 Adopted Budget

### Capital Improvements Program

2010-2014

Manage finances  
wisely and  
encourage a  
balanced economy

Green Team



Plan responsibly  
for the needs of a  
growing, diverse  
community



Improve the lives  
of citizens and  
foster a sense of  
community



Steward the natural  
environment and  
historic heritage

Provide  
outstanding  
customer service



*supporting a sustainable future*



# Mission

We work in partnership with all citizens to achieve a quality community.

Manage finances wisely and encourage a balanced economy

Green Team



Plan responsibly for the needs of a growing, diverse community



Improve the lives of citizens and foster a sense of community



Steward the natural environment and historic heritage

Provide outstanding customer service



*supporting a sustainable future*



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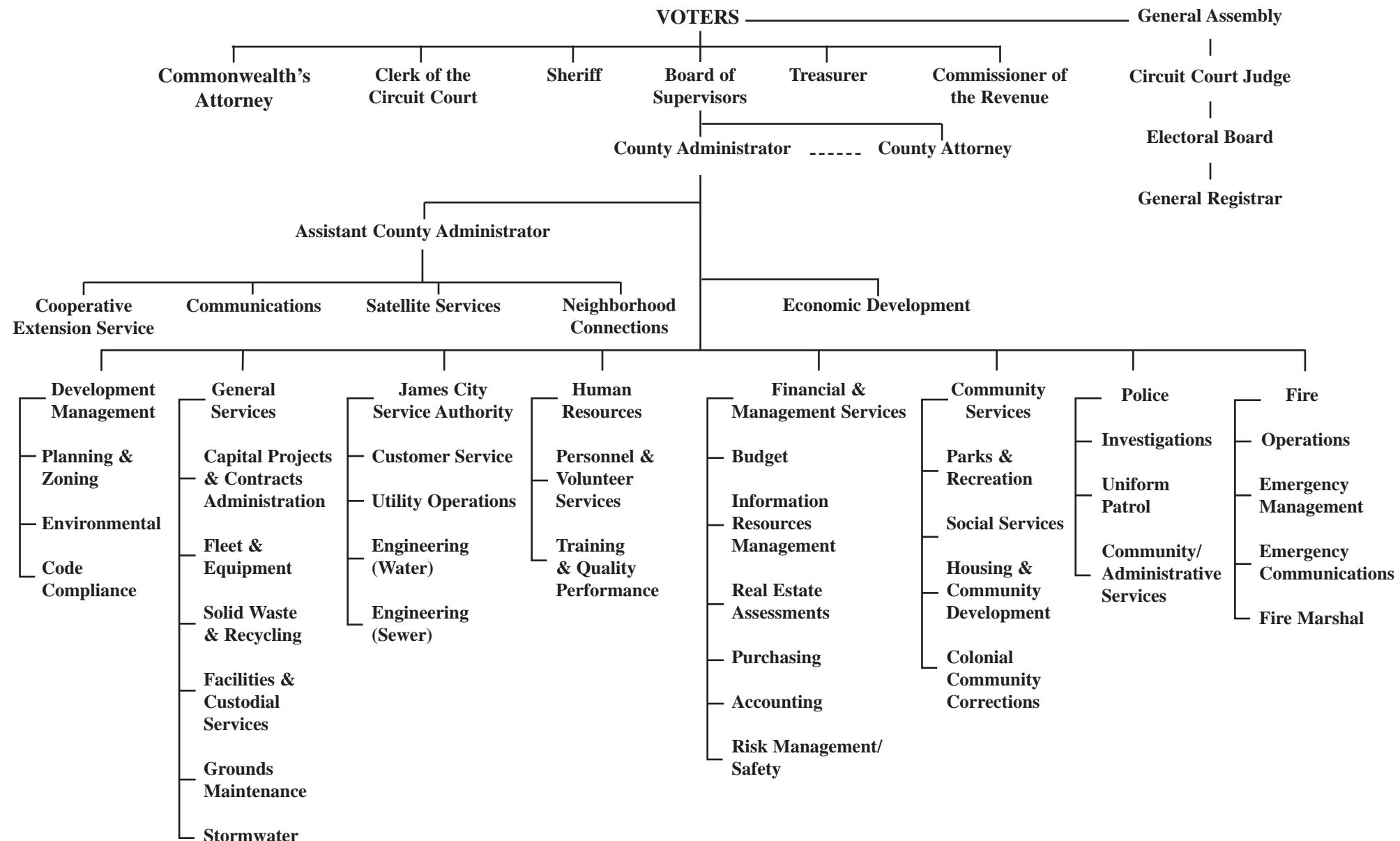
**Doug Powell**  
Assistant County Administrator

James City County operates under the traditional, or County Administrator form of government (as defined under Virginia Law). The Board of Supervisors is a five-member body, elected by the voters of the Electoral District in which they live. The Chairman and Vice-Chairman of the Board are elected annually by its members. Each member serves a four-year term. This body enacts ordinances, appropriates funds, sets tax rates and establishes policies and generally oversees the operation of the County government. The County Administrator is appointed by, and serves at the pleasure of, the Board of Supervisors. As the Chief Executive Officer of the County, he is responsible for developing an annual budget and carrying out policies and laws which are re-reviewed and approved by the Board. The County Administrator directs business and administrative policies and recommends to the Board those methods, procedures, and policies which will properly govern the County.

*supporting a sustainable future*

# James City County Organization Chart

Effective 07/01/09



# JAMES CITY COUNTY

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## **THE BUDGET - AN OVERVIEW**

### The Budget Process

The budgetary process at James City County involves intensive procedures and covers a time span of many months. The process conforms to Title 15.2 of the Code of Virginia.

November:      Reviews of the preliminary budget, revenue forecasts and comprehensive Strategic Management Plan or the basis of County Administrator's Budget Guidance. Capital budget forms released to departments and agencies.

December:      Budget preparation manual and calendar are distributed to departments.

Budget training sessions are held with departments explaining budget calendar and use of forms. Financial assumption data is distributed to departments as well as any financial constraints that must be employed.

Public Hearing	First April Meeting (preferred) or Second, if necessary
Work Sessions	Three dates chosen, after public hearing, prior to adoption.
Budget Adoption	Second April Meeting preferred, or first May meeting, if necessary

January:      Sponsors prepare and submit formal CIP proposals to both Financial and Management Services and the Planning Division.

Pre-budget Public Hearing.

Financial and Management Services completes mid-year Budget Review with County Administration.

Outside agency budget requests are due.

Departmental budgets submitted for review by Department of Financial and Management Services and County Administration.

Human Resource Department and Financial and Management Services complete review of position requests and review those requests with the County Administrator.

February:      Revenue forecasts are reviewed and calculation of School Board's contribution for the next fiscal year is reviewed.

School Superintendent presents a budget request to the School Board.

- March: School Board adopts its budget.
- Final decisions and adjustments by County Administration. Final Proposed Budget prepared with narratives and County Administrator's Message.
- Planning Commission presents CIP Budget to Board of Supervisors.
- April-May: Proposed Budget released to Board of Supervisors, Press and the Public.
- Work Sessions, Budget Public Hearing, Budget adoption and establishment of tax rates.
- May-June: Amendments to the Budget are made as needed prior to start of new fiscal year and are made based on updated information not previously available.
- July: Adopted Budget made available to the Public and Staff for the start of Budget year.
- September: Public hearing on real property tax rate based on actual July 1 land book.

#### Budgetary Basis

Budgets are prepared for all funds with the exception of Trust and Agency Funds. These funds account for money and property held in a fiduciary capacity for individuals or other government entities. These funds do not involve the measurement of results of operations as they are custodial in nature. In addition, there is no requirement to formulate budgets for these funds.

Budgets are prepared on the modified accrual basis of accounting as used for financial reporting purposes. Encumbrance accounting, under which applicable appropriations are reserved for outstanding purchase orders, is employed as an extension of the formal budgetary integration in the General and certain Special Revenue Funds. Encumbrances outstanding at year-end are reported as Reservation of Fund Balances since they do not constitute expenditures or liabilities. Unexpended appropriations lapse at the end of the fiscal year in the General, Debt Service, and those Special Revenue Funds with legally adopted annual operating budgets. Program and project budgets are utilized in the Capital Projects Budget and Community Development funds where appropriations remain open and carry over to the succeeding years.

#### Budget Amendment Process

The Budget may be amended in one of two ways as outlined by the Code of Virginia.

If the amendment would change total revenues (such as the acceptance of a grant), then the governing body must adopt an appropriation resolution to transfer funds from one appropriation group to another. In certain instances, as outlined in the State Code, a public hearing may be required before the governing body can take action.

The County Administrator is authorized to transfer funds between departments/offices within an appropriation group or between budget line items within a particular department/office.

## Organization of Budget

The financial transactions of the County are recorded in individual funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues and expenditures. The various funds are reported by generic classification within the financial statements of the Comprehensive Annual Financial Report.

The County Budget includes all funds where financial transactions are recorded, with the exception of Trust and Agency Funds.

The following fund types are used by the County and the Budget Document includes the Capital Improvements Plan.

### Governmental Funds

- a) General Fund - The general operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.
- b) Special Revenue Funds - Used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Virginia Public Assistance  
Community Development  
Special Projects/Grants

- c) Capital Projects - Used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary funds).
- d) Debt Service Fund - Used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

### Proprietary Fund

The focus of Proprietary Fund measurement is the determination of net income. The Generally Accepted Accounting Principles are those applicable to similar businesses in the private sector. The County has no proprietary funds. Included within the Budget Document is the budget for the James City Service Authority since its legislative and executive oversight and management are substantially integrated with those of James City County. The Authority operates water and sewer utility systems in the County and is a distinct legal entity.

The Service Authority budget covers five major projects areas:

Water Fund  
Sewer Fund  
Operations/Administration Fund  
Capital Improvements Program (CIP)  
Debt Service

The General Fund of the County is divided into functional areas, such as Administration, Planning and Development, Public Safety, etc. Each department within a functional area has its own budget; for example, Police, Fire and Emergency Medical Services, within the functional area of Public Safety. The Budget format presents expenditures by functional area and departments within a specific function.

#### Directions, Performance, Measurement and Monitoring

The County Administrator imparts to the departments at the beginning of the Budget cycle the tone and the focus of the overall Budget. This information is based on guidance to him from the Board of Supervisors.

During the fall of each year each department develops individually their overall Objectives and Strategies to be attained during the coming year. These objects provide the basic operating direction for each department, and are linked to the County's Strategic Management Plan. This information is presented within each department's budget.

The Budget document does not provide information regarding performance or the measurement of performance per department. However, departmental objectives are monitored by County Administration by the use of work programs. In addition, each department establishes efficiency and effectiveness measures in regards to their operations. These measures are monitored by the Office of Training and Quality Performance and managed by County Administration.

The Budget is monitored by the issuance of Monthly Management Reports. These reports indicate actual financial results compared to Budget (Revenue-Expenditure). These reports are forwarded to County Administration and Departments for their analysis and management.

Budgetary control is maintained on a line-item basis.

Purchases of goods and services are generally accomplished by the use of a formal purchase order. Funds are encumbered based on purchase orders to insure that an over-spent condition does not exist per Budget line item.

#### Relationship Between the Operating and Capital Budget

There are many features that distinguish James City County's Operating Budget from the Capital Budget. The Operating Budget includes expenditures that are generally of a recurring nature and are appropriated for one year only. It provides for the provision of all County services, but does not result in major physical assets for the community. Year-to-year changes in the Operating Budget are expected to be fairly stable, and represent incremental changes in the cost of doing business, the size of the County and the types and level of service that are provided. Resources for the Operating Budget generally come from taxes, user fees, and intergovernmental payments that typically recur from year to year.

The Capital Budget, on the other hand, includes one-time costs for projects that may last several years. The projects result in major physical assets in the community. Wide fluctuations are expected in the Capital Budget from year to year depending on the phasing of projects. Resources

for the Capital Budget generally come from bond sales, grants, other one-time sources and transfers from the Operating Budget.

In spite of these differences, the Operating and Capital Budgets are closely linked. The most obvious connection is that the Operating Budget assumes the cost of maintaining and operating new facilities that are built under the Capital Budget. In addition, a portion of the funding for capital projects are transfers from the Operating Fund.

In some cases operational needs drive the Capital Budget. A good example is the Radio System improvement, where the existing system can no longer be maintained and does not offer the capability and flexibility needed to serve citizens adequately.

The resources that support the Operating and Capital Budgets are also linked. Revenue generated in the Operating Fund is channeled to the Capital Budget by means of a transfer. The retirement of bonds issued for the construction of new schools will compete with the service requirements that are funded in the Operating Budget. The Capital Budget on its own does not generate any revenue. This means that some of the revenues that are generated and transferred to the Capital Budget are realized through property tax revenue. This relationship will impact the tax rate and the property taxes that the citizens of James City County will be required to pay.

In order to view the upcoming year's budget, it is important that County officials, employees and the citizens understand the linkage between these budgets.

### Financial Planning

The budget document provides the following information to the citizens of James City County:

- Reflects the fiscal policies of the Board of Supervisors (Introductory Section).
- Indicates and explains the flow of financial resources (Revenues - Section B).
- Outlines the operational focus of the County organization and the individual departments (Section C).
- Outlines the priorities and sources of funding for major capital projects (Section D).
- References historical and current financial information, including the financial condition of each fund in the beginning of the budget and at the end of the year (Section G).

All the components come together as part of a financial plan whose major criteria is:

- That the real estate tax increase be kept to a minimum.
- That resources other than general tax dollars are sought.
- That recommended Capital Projects relate to the Comprehensive and Strategic Management Plans and are prioritized based on available funding.
- That no new or enhanced program initiatives be implemented except those of the highest priority.
- That the school system, which is the largest component of the County's budget, be sufficiently funded.
- That ending fund balances are consistent with prior years and sufficient enough to provide for financial viability.
- That County employees' compensation be based on performance and be consistent with compensation plans within the County's labor market.

The above criteria of the financial planning process was formulated prior to the calculation of revenues and expenses. The adopted budget reflects concurrence with these financial planning criteria.

Overview10

## STATEMENT OF FISCAL GOALS

### General

1. To promote fiscal health of the County by encouraging a healthy diversified economy.
2. To establish minimally acceptable standards of quality for the County's various public services.
3. To take positive steps to improve productivity of County programs and employees.
4. To seek to eliminate duplicative functions within County government and semiautonomous agencies in the community.
5. At least every four years, to reassess services and service levels, utilizing service level standards of quality, seeking citizen advice and review in a zero-based budgeting process.

### Accounting

6. To use accounting procedures and principles established by the Virginia Auditor of Public Accounts and Generally Accepted Accounting Principles (GAAP) and to annually apply to the Government Finance Officer's Association for its Certificate of Conformance in Financial Reporting.
7. To provide full disclosure in annual financial statements and bond representations.

### Capital Improvements

8. To establish capital improvements as public investments, designed to effectively provide the highest net present value, both financially and in the determination of service needs.
9. To seek to maximize the expenditures that support capital investments in the provision of direct services to meet and maintain minimum standards of quality.
10. To annually inventory capital facilities, estimate actual value, and estimate remaining useful life and replacement cost.
11. To establish for capital project requests an annual capital budget based upon the Capital Improvements Plan with "life cycle" costs including operating and maintenance coordinated with the operating budget.
12. To consider recommendations from the Planning Commission for a multiyear Capital Improvements Plan for public facility and infrastructure needs to include roads, water, sewer, land and land improvements, and building and building improvements, considered based upon need and consistent with the adopted Comprehensive Plan.
13. To avoid capital facility or infrastructure investments outside of the Comprehensive Plan's Primary Service Area for residential growth.

14. To develop financing plans for the multiyear improvement program based upon a five-year forecast of revenues and expenditures with advice and counsel from the County's Financial Advisor on proposed capital financing needs.
15. To appropriate, at a minimum, 5% of the cost of major capital projects from recurring revenues.

#### Debt

16. To evaluate alternatives to financing on a pay-as-you-go basis, to include debt financing (pay-as-you-use) for needed services.
17. Outstanding debt of the County whether general obligation, lease revenue or subject to annual appropriation, shall not exceed 3% of the assessed valuation of real property. Outstanding debt of the County should target 7.5% or less and shall not exceed 9% of the County's total personal income in any year. Annual debt service spending should target 10% or less and shall not exceed 12% of total operating revenues, including revenues allocated to James City County for public education. The ten-year payout ratio for all County debt shall target a minimum of 55% of total principal outstanding and shall be no lower than 50% in any one year.
18. To use revenue or other self-supporting bonds instead of general obligation bonds.
19. To avoid long-term debt to finance current operations and short-term debt except for bond anticipation notes.
20. To avoid financing if the term of the indebtedness exceeds the expected useful life of the asset.

#### Investments

21. To make a cash-flow analysis (disbursement, collection, and deposit) of all funds to ensure maximum cash availability. To produce monthly information concerning cash position and investment performance.
22. To pool cash, as permitted by law, from several different funds for investment purposes.
23. To review arrangements with financial institutions on a continued basis for a specified period of time and with specified fees for each service.

#### Operating Budgets

24. To annually forecast revenues and expenditures for the next five years. Projections will include estimated operating costs of future capital improvements that are included in the capital budget.
25. To utilize workload measurements and performance ratings for all funds.
26. To maintain a budgeting control system that helps the County adhere to the budget, with monthly status reports comparing actual revenues and expenditures to budgeted amounts.
27. To provide for adequate maintenance of capital plant and equipment and develop from the fixed asset inventory records a capital asset replacement schedule.

28. To establish a risk management program to safeguard public assets held in trust and to minimize the financial liability arising from accidental injury or death.
29. To remain current in payments to the Virginia Retirement System and to pursue legislative options that reduce or eliminate unfunded pension liabilities.
30. To review operating policies and procedures and facility master plans adopted by the Board of Supervisors in detail at least every three years with proposed revisions accompanied by a financial impact analysis.
31. To annually increase the proportion of expenditures providing direct services to total budgeted expenditures and to annually decrease the proportion of expenditures supporting administration or other non-direct service activities.
32. To finance recurring expenses from recurring revenue sources and to not develop a dependency, within the operating budget, on nonrecurring revenue sources.

#### Reserves

33. To keep the fund balance designated for Fiscal Liquidity at the end of the fiscal year, equal to no less than 8%, with a target of 12%, of the total operating budget (General Fund plus the County's share of the Component Unit Schools).
34. To establish a contingency reserve fund of two percent of the general fund operating budget to pay for needs caused by unforeseen events. The Board shall determine the amount of funds to be held in contingency. The contingency shall be held to help with the following three events: 1) Catastrophic reserves, to provide limited emergency funds in the event of natural or man-made disasters; 2) Operational reserves, to provide additional funds for limited unexpected needs; and, 3) Revenue reserves, to provide limited funds to smooth fluctuations in revenues caused by changes in economic conditions.
35. To maintain a ratio of cash on hand and short-term investments, divided by current liabilities, of at least 1:1.
36. To establish and, to the extent feasible, fund on an annual basis a capital equipment replacement fund.

#### Revenues

37. To maintain a stable revenue system to shelter the County from short-run fluctuations in any one revenue source.
38. To attempt to establish a diversified revenue system with the maximum local legislative authority to set and change rates and fees.
39. To utilize State and Federal funds in pursuit of County goals and objectives, whenever possible.
40. To the extent feasible, user fees which reflect the cost of service shall be utilized to support programs which may be characterized as special services to specific populations or users with the

full costs, direct and indirect, of activities supported by user fees shall be recalculated at least every three years.

41. To pursue an aggressive policy of collecting property taxes with the level of uncollected property taxes not exceeding 5% and the rate of delinquency not rising more than one year in a row.
42. To the extent possible, the County shall attempt to decrease the dependency on real estate taxes to finance the County's operating budget.
43. To review and update all rates and fees at least every three years.
44. To maximize State and Federal entitlement revenues.

Economic Development

45. To have County staff provide an annual accounting of the net revenue impact from County supported economic development activities. Staff will provide the Board with a recommendation for the application of these revenues. The goal of the recommendation will be to minimize the future burden on the tax rate by providing a revenue stream toward future major capital projects.

Adopted by the Board of Supervisors of James City County, Virginia, this 14th day of November, 2000.

Amended by the Board of Supervisors of James City County, Virginia, this 11th day of July, 2006.

The aforementioned goals represent long-term "strategies" on the part of the Board of Supervisors. The implementation of these goals will be at the discretion of the Board as it applies to individual budget years.

## **County Administrator's Budget Message**

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### **To: The Members of the Board of Supervisors**

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I am pleased to present to you and the residents of James City County the proposed FY 2010 Annual Budget. The budget has been crafted to continue to serve the residents and taxpayers of the County and to respond effectively to the guidance provided by the Board of Supervisors. The Board's guidance was determined through interviews with Board members and comments and directions received at the Board's budget retreat on January 24, 2009:

#### **No Increase in Tax Rates**

None are included – the average real estate and personal property tax bills will be less in FY 2010 than they were in FY 2009.

#### **Open to Changing or Adding Fees Where We Are Behind Surrounding Localities**

Increases in building inspection, planning and environmental fee schedules to match those in other communities are suggested. Fee increases for the collection of delinquent taxes, ALS/BLS billings to 3rd party insurers, inspection and permit fees, and recreation program fees are also recommended.

#### **Level Funding to Schools Given State Budget Reductions**

Much of the anticipated State budget reductions for the Williamsburg-James City County Schools were not realized and while a \$300,000 (0.4 percent) reduction in the County's contribution to operating spending is included in the budget, investments in school capital projects continue.

#### **Avoid New Programs and Spending**

No new operating programs or spending are proposed except for funding that would allow the Board to begin to develop and adopt ordinance changes needed to implement 2009 revisions to the County's Comprehensive Plan. A Police Crime Analyst position, previously funded with grants, is now included in the General Fund.

#### **Willing to Consider Program Reductions**

I have attempted to limit reductions in services in the community but a few, including the elimination of the curbside leaf collection program and the VA Tech Turf Love program, are included. Schedules and frequency have also changed for grounds maintenance and custodial services.

#### **Eliminate Leased Space Wherever Possible**

Relocating the School Board administrative offices from the Government Center to James Blair Middle School and the construction of a Police Building will allow the FY 2011 elimination of current leased space for School Central Office, Stormwater, School Student

## **County Administrator's Budget Message**

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Services, the Academy for Life and Learning, and Fire Department Training and Administration.

### **Support a New Police Building and Renovated LEC for Fire Department**

Borrowing is included in the FY 2010 Capital Budget for both projects which are currently being designed.

### **No Performance Increase for Employees**

There are no performance increases, market adjustments, or reclassifications for employees in the FY 2010 proposed budget.

### **Try to Protect Employees from Layoffs by Redesigning Healthcare or Reducing Hours**

This budget contains the net elimination of 34 positions (31.5 FTE) without layoffs through reassessments, resignations, and retirement. This continues the trend from FY 2009, when nine positions were eliminated, and further reductions are projected in FY 2010 as position vacancies occur.

Benefit costs were also contained. Health insurance has been renegotiated and a premium increase has been reduced by increasing employee co-pays, increasing employee premiums for health insurance, and eliminating long-term disability coverage. Costs of other employee benefits remain flat or decline.

### **Involve the Economic Development Authority in Funding a Greater Share of Regional Economic Development Programs**

The Economic Development Authority has agreed to fund the County's contributions to the Hampton Roads Economic Development Alliance, the Small Business Development Center, and the Virginia Electronic Commerce Technology Center (VECTEC) and continues to fund the business incubator and certain marketing/promotion events.

## **BUDGET SUMMARY**

This has been one of the most challenging economic environments encountered in recent decades. Recent newspaper headlines have been dominated by unprecedented and tumultuous disclosures of economic failures, financial failures, and sagging consumer confidence. The current recession officially began in December 2007, and the effects of the current downturn are expected to linger into 2010. The recovery is projected to be a slow one. County revenues have declined in this economic climate and as a result, the development of this budget has been difficult.

## County Administrator's Budget Message

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	<u>General Fund Revenues</u>	<u>Local General Fund Revenues</u>
Initial (May 2008) FY 2009	\$170,107,024	\$144,667,923
Amended/adopted FY 2009	167,358,805	142,069,704
Projected (March 2009) FY 2009	165,272,043	140,832,227
Budget FY 2010	164,134,657	-3.5% 138,675,002    -4.1%

Two core concepts have dominated in preparing this budget, based on guidance from the Board of Supervisors: (1) refrain from increasing the tax burden on County property owners and residents; and (2) reduce spending to balance a budget with declining revenues.

The first goal has been met. The Board's focus on limiting the tax burden on County residents and property owners resulted in a financial plan that is balanced within the County's existing tax structure and no new burden has been placed on James City County property owners resulting from changes in tax rates. With an expansion to the tax exemption program for the elderly and the disabled and with average real estate and personal property tax bills declining in FY 2010, the taxes paid by most County residents will be less than those paid in FY 2009.

The second goal has also been met. The budget continues an on-going evaluation and examination of both staffing and services. A recent Organizational Effectiveness and Efficiency Study, prepared by Municipal & Financial Services Group (MFSG) from Annapolis, Maryland and released in February 2009, concluded that the County provides "... very good to excellent quality of services to the citizens of James City County" and operates with "... a very high level of efficiency ...". Under the leadership of the Board of Supervisors, County employees have responded with energy, imagination, initiative, and dedication to the task of reducing spending while preserving, if not improving, quality services for the community.

The FY 2010 budget continues what began last year when 8.5 full-time equivalent positions were eliminated without layoffs. This budget includes the net elimination of 34 positions overall (31.5 full-time equivalent positions) without layoffs. Almost every department has seen a staffing reduction. The following chart shows where the reductions have occurred:

Community Services	6 full-time, 6 part-time, 1 full-time to part-time
Development Management	6 full-time, 1 full-time to part-time
General Services	6 full-time
Financial/Management Services	3 full-time, 1 part-time
Citizen Services	2 full-time, 2 part-time
Constitutional Offices	1 full-time
JCSA	1 full-time
Human Resources	1 full-time to part-time
Police	1 full-time to part-time

As the fiscal year progresses each vacancy will be evaluated and possible reassignments will be made to either fill the position or to find alternatives to make sure that services continue. If the position vacancy can be frozen, it will be, and the expectation is that some of these frozen positions will eventually be eliminated.

## **County Administrator's Budget Message**

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There is no pay raise for County employees included in the budget. Most benefit costs are level funded, some show a slight decrease, long-term disability insurance is recommended for elimination, and health insurance prescription drug co-pays and contributions will go up for employees.

Modest service reductions have been initiated based on participation and cost. As an example, the curbside leaf collection program and the County's share of the VA Tech Turf Love program funding have been suspended. These changes impact on only a few County residents. Mowing, landscaping, and other grounds maintenance chores have been trimmed. Contributions to many outside agencies and to capital projects have also been reduced after a thorough review of budget requests and resources.

I am confident that the FY 2010 budget, however constrained, remains consistent with the County's Strategic Management Plan and its five basic directions:

### **Manage Finances Wisely and Encourages a Balanced Economy**

The FY 2010 budget reduces spending to a declining revenue target. The budget avoids a draw on the County's "rainy day" funds or reserves to balance the budget. This budget actually proposes adding to reserves, including additional funds set aside as a "shock absorber" for FY 2011 when new elementary and middle schools will open. Setting aside funds in FY 2010 is part of the Board's strategy to open the schools (with the additional operating spending) in FY 2011 without an increase in the real estate tax rate.

This budget also continues to invest in public facilities, taking advantage of the County's excellent AA+ bond rating to borrow and invest in a new police building, and possibly, sports facilities for the community and the three high schools. Recent County capital projects have resulted in very competitive bids from a growing number of construction companies. The County is trying to take advantage of low interest rates and competitive construction costs to invest in needed facilities and improve core services, even in a period of time when recurring revenues are declining.

The budget is balanced with a larger-than-usual contingency amount serving as a cushion in case the local economic climate worsens more than is now expected. The budget also allows the County to provide the local matching funds if, as an example, we qualify under the COPS (Community Oriented Police Services) program for Federal grants.

Shared services between the Williamsburg-James City County Schools and the County are being expanded, looking for cost efficiencies. The FY 2010 budget includes an agreement to outsource custodial work in many of the County's buildings to the Schools, saving between \$10,000 and \$15,000 a year. Additional services now being shared include plumbing services, with the Schools providing services to the County.

## **County Administrator's Budget Message**

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### **Improve the Lives of Citizens and Foster a Sense of Community**

Investing in public education continues to be a major priority in this budget. Despite a \$3.4 million decline in local revenues since November 2008, the County's contribution to the operating budget of the Williamsburg-James City County (WJCC) Schools drops a modest \$300,000 or 0.4 percent. Investments in the Capital Budget for schools continue, funding is proposed for a significant portion of the project costs included in the WJCC capital request. \$3 million is also dedicated as a "set aside" in the Debt Service Fund to fund the net operating cost increases of a new elementary school and a new middle school opening in August of 2010.

The FY 2010 budget also makes public safety a priority with continuing investments in facilities, equipment and staffing. FY 2010 County revenues are not sufficient to fund all the staff additions included in the FY 2010 fiscal plan recommended by Municipal and Financial Services Group (MFSG) to Police, Fire, and Emergency Communications but every effort is being made to find alternative funding. The Federal COPS program, as an example, may offer the County the ability to add up to six new police officers some time in FY 2010. Over \$1 billion in Federal funds has been set aside for this program and I am hopeful that the James City County application will be received favorably.

I am unable to recommend the addition of the four new positions originally planned in Fire and Emergency Communications in FY 2010. Workload is not growing as quickly as originally thought, a fact attributed to declines in visitation (hotels, motels, and timeshares) and reduced vehicle traffic volume, particularly on the interstate.

In these challenging economic conditions this budget attempts, as much as possible, to maintain current funding for "safety net" services. These include social services, public health and mental health services, and initiatives focusing on the needs of an increasing number of homeless individuals and families in the community. The safety net also includes a number of nonprofit agencies that perform important functions in our community, depending to a great degree on the work of volunteers. These services have been increasing, food stamp clients, as an example, have increased 34 percent from February 2008 to February 2009. Other benefits programs have seen similar surges from families in need of services.

### **Plan Responsibly for the Needs of a Growing, Diverse Community**

Planning efforts continue as revisions are being presented and discussed as part of 2009 review of the County's Comprehensive Plan. Funding is budgeted to allow the implementation of several of the major anticipated revisions, including changes to current County ordinances, policies and regulations, and special studies to set the framework for key strategic initiatives.

Drafts of a new Parks and Recreation Master Plan are now being reviewed as is "Shaping Our Shores," a series of proposals that focus on potential improvements to three County-owned properties (Jamestown Beach Campground, Chickahominy Riverfront Park, and the

## **County Administrator's Budget Message**

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Jamestown Marina). No funds are included in this budget except for health and safety improvements.

The six-year Capital Improvement Plan (CIP) focuses on facility needs, including Schools. The CIP includes funding to implement a proposal to temporarily use James Blair Middle School as the location of a consolidated School central office, the Academy for Life and Learning (ALL) program and Student Services. Each of these functions is currently housed in inadequate leased space. When additional grade middle school classroom space is needed, James Blair will retain the ability to return to full-service.

Fire administrative and training functions will leave leased space and be consolidated in a renovated Law Enforcement Center (LEC). The LEC will become vacant when the Police Department moves to a new Police Building.

The MSFG consultants recommended that Stormwater and Environmental Services co-locate as part of the Department of Development Management. I agree with the co-location recommendation and this is expected to occur in FY 2011, using Building D at the Government Center. Building D will be vacated when the School central office relocates to James Blair. I am evaluating several alternatives before recommending which department or agency should house the Stormwater Division.

The CIP also includes funding in either FY 2011 or FY 2012 for an expanded/renovated Fire Station No. 4 (Olde Towne Road), improvements to Kidsburg and other facilities at Mid-County Park, and the replacement of Building C at the Government Center.

### **Steward the Natural Environment and Historic Heritage**

The capital improvement and debt service programs include plans to borrow \$14 million approved by a November 2005 referendum for the acquisition of greenspace and property development rights. FY 2010 spending includes a greenspace “balloon” payment that completes the County’s acquisition of Mainland Farm, the oldest continuously-farmed property in the United States.

Significant new investments are also included for stormwater and drainage improvements and a new Stormwater citizen committee is working to develop criteria that will be used to rank stormwater, flood management, and drainage projects.

Under the Board’s leadership, the County continues to evaluate “green” site and building features and is actively using green design techniques in new buildings. The two new schools incorporate many green functions, including geo-thermal HVAC systems, and the design for the new Police Building includes sufficient functionality to qualify for Leadership in Energy and Environmental Design (LEED) certification. Green standards are also expected to be included within revisions to the Comprehensive Plan and in ordinances and regulations that will implement the Plan.

## **County Administrator's Budget Message**

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The center piece of the James City Service Authority (JCSA) Capital Budget is an investment in improvements to wastewater lines, pump stations and other sewer system components, attempting to eliminate illicit and accidental wastewater discharges.

The results of energy-saving efficiencies and fuel savings programs initiated under the Board's leadership have begun to bear fruit. Utility costs in the FY 2010 operating budget are projected to remain flat across all departments despite an average 19 percent increase in municipal electric rates granted to Dominion Virginia Power.

### **Provide Outstanding Customer Service**

The FY 2010 budget has been developed with the goal to minimize impacts to core service areas. Funding reductions were absorbed across the organization in varying proportions, though top-tier priorities such as education and public safety experienced comparatively smaller declines.

Consolidating various divisions into a new Citizen Services is proposed in reaction to one of the recommendations of the MSFG study. Neighborhood Connections, Extension Services, the Satellite Office and Communications will be consolidated and managed by the Assistant County Administrator. The Office of Economic Development will continue to be managed directly by the County Administrator, in concert with the Economic Development Authority.

After-school offerings at the middle schools are being reorganized, elements of current programs including Beyond the Bell, STRIVE, and the middle school before-and after-school programs are being consolidated. These programs will augment after school programming delivered by the Schools and by other agencies, like the Community Action Agency (CAA), Avalon, or Big Brothers/ Big Sisters.

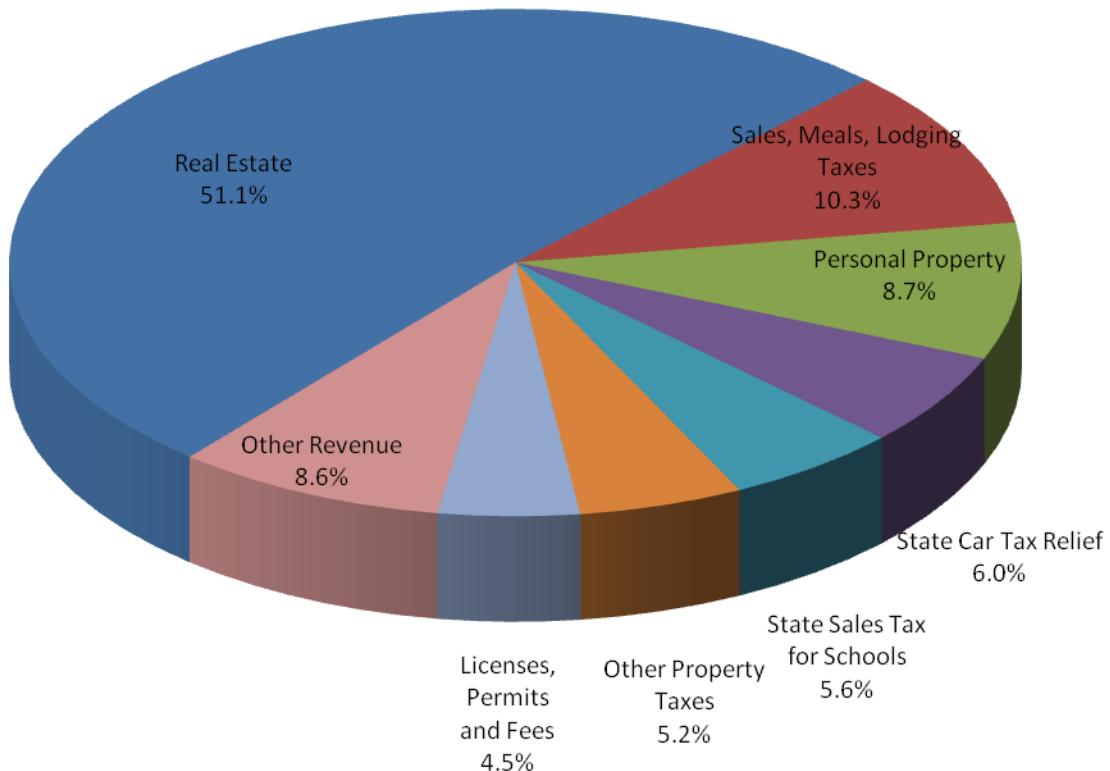
The James City/Williamsburg Community Center is currently undergoing a \$1.8 million facelift with HVAC, roof, locker room, hot tub, and pool improvements. Those should be completed by September 2009.

# County Administrator's Budget Message

## BUDGET SUMMARY – GENERAL FUND REVENUES

<u>Revenue</u>	FY 2010 General Fund Sources of Revenue by Category	<u>Percentage</u>
Real Estate	\$83,868,503	51.1
Sales, Meals, Lodging Taxes	16,850,000	10.3
Personal Property	14,305,574	8.7
State Car Tax Relief	9,770,137	6.0
State Sales Tax - Schools	9,146,161	5.6
Other Property Taxes	8,607,500	5.2
Licenses, Permits and Fees	7,389,750	4.5
Other Revenue	<u>14,197,032</u>	<u>8.6</u>
	<u>\$164,134,657</u>	<u>100.0</u>

**FY 2010 General Fund Sources of Revenue by Category**



## County Administrator's Budget Message

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	<u>FY 2009 Budget</u>	<u>FY 2010 Budget</u>	<u>Change (Percentage)</u>
Real Estate	\$83,124,054	\$83,868,503	0.9
Sales, Meals, Lodging Taxes	18,280,000	16,850,000	-7.8
Personal Property	15,454,263	14,305,574	-7.4
State Car Tax Relief	9,770,137	9,770,137	0.0
State Sales Tax - Schools	9,010,937	9,146,161	1.5
Other Property Taxes	8,526,070	8,607,500	1.0
Planning, Zoning, Environmental Fees	1,359,500	1,049,750	-22.8
Other Licenses, Permits and Fees	6,605,500	6,340,000	-4.0
Other State Revenue	6,502,159	6,537,489	0.5
Charges for Services	4,678,036	4,733,175	1.2
Investments/Lease Revenue	1,315,000	780,000	-40.7
Other Revenues	<u>2,733,149</u>	<u>2,146,368</u>	<u>-21.5</u>
	<u>\$167,358,805</u>	<u>\$164,134,657</u>	<u>-1.9</u>

Real property taxes increase slightly due to new construction. The January 1, 2009, reassessment reduced the average value of existing properties, both residential and commercial. A reduction of 7.4 percent in personal property taxes reflects the falling value of older cars, particularly SUVs, and a decline in the number of new registrations. Local sales and meals taxes show the impact of sluggish consumer spending although some retailers, such as the Prime Outlet stores, continue to experience growth in sales. More dramatic reductions are seen in lodging taxes, a portion of which are re-invested in tourism promotion. The significant decline in local construction and realtor activity is seen in falling estimates of licenses, permits and fees as well as planning, zoning and environmental fees. State revenues are flat, reinforced by Federal stimulus money. Sales Taxes for Education, which has been recalculated based on a recent census of school age children in the County increases 1.5 percent.

Investment income drops, a direct casualty of the current market upheavals, but user fees and charges increase slightly, primarily due to fee increases in both the ALS/BLS program (billings targeting insurers for ambulance transports) and Recreation program fees.

Some fees increase or new fees are proposed, including an increase of \$25 to the current base rate and \$1.25 increase in the per mile rate for ALS/BLS fees. Recreation fee charges include the addition of a Combo pass that will be offered to include access to the Community Center facility and fitness classes. Rec Connect fees are increased \$5 per week and the middle school program will increase \$9 per week.

New fees are proposed for Home Occupation Applications, Amusement Device Inspections, Environmental review of a site amendment and Land Disturbing permit renewals. The Environmental subdivision per lot fee is also proposed to change.

## **County Administrator's Budget Message**

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Overall, General Fund revenue drops from FY 2009 by \$3.2 million (1.9 percent), all in local revenues.

Some revenue alternatives now imposed by most Peninsula localities were considered but are not included in this budget proposal. More than likely they will be re-evaluated for the FY2011/FY 2012 biennial budget.

- Increase the \$10 charge for local vehicle registrations to \$30 and make it an annual fee, a potential increase of \$1.5 million a year.
- Increase the personal property tax rate on vehicles by 25 cents to \$4.25, a potential increase of \$1 million a year.
- Impose a consumer utility tax (up to \$3 a month on residential users) on both residential and commercial gas and electric which could produce \$2 million a year in additional recurring revenue.

Despite the MFSG recommendation that a stormwater utility fee be reinstated, based on guidance from the Board of Supervisors, it was not considered as a revenue alternative. Nor is the alternative of a one-cent increase in the real property tax with the proceeds dedicated to stormwater.

Two revenue alternatives that the County cannot even consider are a cigarette tax and an admissions tax, the State would have to provide specific authority for the County to impose those taxes and it has not done so.

Stimulus funding provides opportunities for the County, particularly for one-time capital projects.

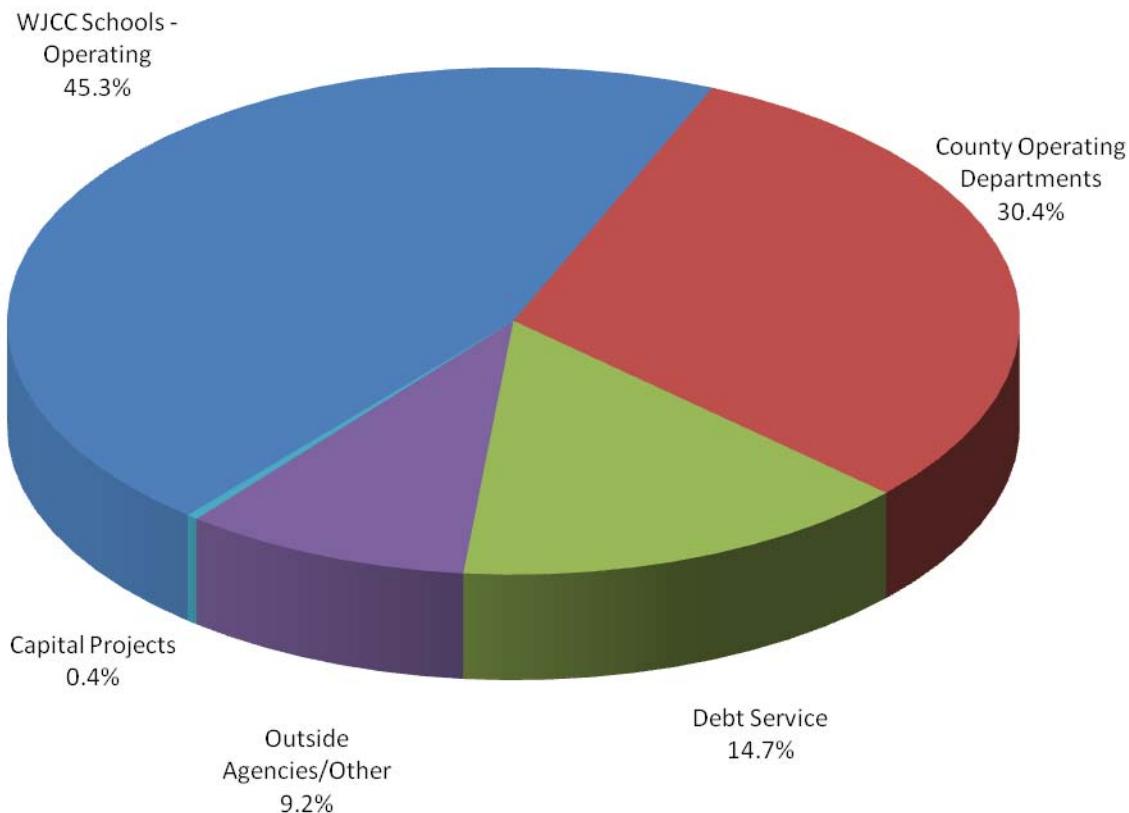
I have not shown any stimulus funding for projects in the General Fund budget, although agencies dependent on State funding (WJCC Schools and Social Services) have included some funding in theirs. If actual funding does become available for a project that the Board endorses, a budget amendment will be recommended. The County General Fund has not yet been a direct recipient of monies from the American Recovery and Reinvestment Act (ARRA). Additional ARRA program and facility funding could become available in the summer of 2009 and budget amendments could be forthcoming.

## County Administrator's Budget Message

### BUDGET SUMMARY – GENERAL FUND SPENDING

<u>Expenditures</u>	<u>FY 2010 General Fund Sources of Revenue by Category</u>	<u>Percentage</u>
WJCC Schools - Operating	\$74,394,700	45.3
County Operating Departments	49,924,512	30.4
Debt Service	24,167,170	14.7
Outside Agencies/Other	15,048,275	9.2
Capital Projects	<u>600,000</u>	<u>0.4</u>
	<u>\$164,134,657</u>	<u>100.0</u>

**FY 2010 General Fund Spending  
by Category**



## County Administrator's Budget Message

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<u>Expenditures</u>	<u>FY 2009 Budget</u>	<u>FY 2010 Budget</u>	<u>Change (Percentage)</u>
WJCC Schools	\$74,694,700	\$74,394,700	-0.4
County Operating Departments	52,428,868	49,924,512	-4.8
Debt Service	21,830,000	24,167,170	10.7
Outside Agencies/Other	15,410,237	15,048,275	-2.3
Capital Projects	<u>2,995,000</u>	<u>600,000</u>	<u>-80.0</u>
	<u>\$167,358,805</u>	<u>\$164,134,657</u>	<u>-1.9</u>

Spending for County operating departments drops by about \$2.5 million or 4.8 percent while the contribution to the WJCC Schools operating budget drops by \$300,000 or 0.4 percent. This follows the guidance adopted by the Board that every effort would be made to provide approximately the same level of funding in FY 2010 to the WJCC Schools as was provided in FY 2009.

During this recession with declining revenues, I am proud that our employees are working together to provide the best possible services with available resources. Almost half of the \$2.5 million drop in spending in County operating departments comes from reductions in salaries and benefits.

We are focused on the priorities of avoiding layoffs while trimming the number of County positions to achieve a balanced budget without a tax increase. This budget contains the net elimination of 27 General Fund positions from a variety of departments and seven additional positions from other County Funds. This has been accomplished without layoffs by holding positions open throughout the year and transferring employees to fill critical vacancies. This not only achieves the Board's goal of avoiding layoffs, if possible, it also avoids costs associated with layoffs such as unemployment insurance and other post-employment benefits. Also eliminated are non-core mission vacant positions where services could be reduced or where workload is down.

Another part of balancing the budget was working with employees to manage salary and benefit costs. There are no performance increases, market adjustments, or reclassifications in the FY 2010 budget. The only salary changes will be for those employees who complete the requirements to advance along a career ladder, such as a Police Officer advancing to Senior Police Officer.

Benefit costs were also contained. Through negotiations with health insurance vendors and changing our prescription drug plan design to increase co-pays, a 10.5 percent premium increase was reduced to 6.5 percent. Additionally, employee committees, focusing on core benefits, agreed to forego long-term disability coverage provided at County expense so the money could be used instead to help offset health insurance premium increases. The result is a planned County contribution increase that is reduced by more than half and an increase in

## **County Administrator's Budget Message**

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the employee portion of \$2 to \$24 per month depending on the coverage. That the employee increases are modest is helpful since there are no performance increases programmed. The County contribution also declines as the number of full-time positions with benefits decreases. Other employee benefits remain flat or decrease.

With the Board's commitment to employees and the employees' commitment to service, we have been able to reduce the budget while continuing most services and avoiding layoffs.

Some community services are being restructured. Examples include County-funded programs for middle school students. The Beyond the Bell Program which focuses on at-risk youth is proposed to be merged with the Middle School Before/After School and Summer Camp programs. The emphasis of these merged programs will be homework, good citizenship, and recreation. The two Full-time Regular employees of the Beyond the Bell program will be reassigned.

Another example is the County's Kid Quest/STRIVE program, a case management program for at-risk youth. Caseloads are declining and as a result, I am eliminating three full-time positions. One is currently vacant and the other two soon will be with the transfer of the two full-time employees to vacant positions in the Division of Social Services where workload is increasing. The result will be a reconstituted program that will continue to serve at-risk youth and their families, under a different program design with 2.5 employees, while youth with the greatest needs will be provided enhanced services through the Division of Social Services.

Both of these changes illustrate a continuing effort by County staff to both improve services and save money.

Spending in County operating departments for costs other than salaries and benefits dropped by \$1.4 million or 13.2 percent. Significant reductions were realized in travel, recognition, clothing, supplies, advertising, contractual services and printing. Postage and equipment maintenance were among the few operating costs that had unavoidable increases.

Reductions are also included in contributions to outside agencies:

- \$200,000 less in lodging tax revenues devoted to tourism.
- \$70,000 less in support of agencies promoting economic development, although the EDA has agreed to pick up most of this funding shortfall.
- \$80,000 in net reductions to community service agencies although \$25,000 of that reduction in support of homeless residents is being shifted to the Department of Social Services.
- \$70,000 in reductions in funding for the Peninsula Public Health District which represents a reduction in local funds to correspond with reduction in State funds.

## **County Administrator's Budget Message**

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Contributions to outside agencies emphasize the use of regional partners to deliver a variety of public services. These include, in addition to the Joint School System, a regional jail, juvenile detention center, courthouse, public/mental health services, public transit, and a regional library.

Many of these regional entities are operated under charters or contracts that focus on usage and changes in funding are more difficult to make in a short timeframe. Requests from other outside agencies were reviewed thoroughly and requests from nonprofit community service agencies were evaluated by a staff/citizen Allocation Review Team (ART).

Funding reductions are necessary for many of these service providers, given the \$6 million drop in local revenues, and those with the seven largest funding reductions are:

Williamsburg Convention and Visitors Bureau	- \$150,000	-17.6%
Olde Towne Medical Center	- \$35,000	-10.0%
Bacon Street	- \$19,848	-44.3%
Jamestown-Yorktown Foundation	- \$15,000	-9.0%
Hospice of Williamsburg	- \$12,012	-55.0%
Assoc for the Preservation of Virginia Antiquities	- \$12,000	-10.7%
Williamsburg Regional Arts Commission	- \$11,710	-16.2%

These funding reductions are not recommended lightly. Without exception these seven organizations contribute in many positive ways to the community. The recommendations were based primarily on limited revenues and, particularly, those from lodging taxes. Other factors included a review of financial statements, contributions from other localities, the range of services provided, County "in-kind" services provided in lieu of cash and a re-examination of the assumptions that originally committed County taxpayer support to these agencies. For two of these organizations, Hospice and Bacon Street, I will recommend that County tax contributions be eliminated entirely in FY 2011.

Transfers are made each year from general operating revenues to the Debt Service Fund, included in Section F of this document. Bond principal and interest are paid from the Debt Service fund each year for the indebtedness the County has incurred. Planned debt service payments are shown for debt the County anticipates it will sell over the next five year period.

Transfers are also made each year, funding permitting, from general operating revenues to the Capital Budget, shown in Section D of this budget. These funds are used for capital facilities and capital maintenance.

## **County Administrator's Budget Message**

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### **CAPITAL PROJECTS FUND**

The FY 2010 Capital Budget, found in Section D of this budget, is approximately \$29.2 million. This is split between maintenance (19.5 percent) and new facilities (80.5 percent) and between Schools (28.5 percent) and other County needs (71.5 percent). Five projects comprise a majority share of the FY 2010 capital budget:

**Police Building** - \$13.7 million. A new 40,000-square-foot building, designed and scheduled to be built on the Warhill tract, is proposed for the Police Department. Project costs also include the renovation of the current Law Enforcement Center for Fire Administration and Training and HVAC/roof work at Fire Station No. 3.

**Gymnasiums** - \$7.2 million. Two separate gymnasiums – a multi-use space at Jamestown High School and a community gymnasium serving Warhill High School and Lafayette High School and located in the Warhill Sports Complex.

**Berkeley/Blair Middle School Renovations** - \$3.9 million. Mostly for Berkeley, emphasis on HVAC, roof, and refurbishment. The James Blair component will facilitate relocation of the central office functions, student services and the ALL program, when the new middle school opens in August of 2010.

**Stormwater/Drainage** - \$1.2 million. Part of a multi-year funding package for a growing list of stormwater and drainage projects.

**Classroom Technology** - \$1.2 million. Multi-year extension of the current classroom technology standard in place at the secondary schools to a larger number of elementary school classrooms.

### **OTHER FUNDS**

The County has established separate funds for three activity centers where the primary funding comes from Federal and State revenues. These three are the County's Department of Social Services (DSS), Housing and Community Development (HCD), and Special Projects/Comprehensive Services Act (CSA). The General Fund budget shows only the amount transferred by the County to these three funds, the full budgets are included in Section F of this document. General oversight of DSS, HCD, and CSA comes from the Department of Community Services. The budget for the Williamsburg Area Transit Authority (WATA) is no longer included as a component of the County's budget.

DSS works to provide safety net services to County residents. Staff also determines eligibility for benefit programs such as Food Stamps, Medicaid, Energy Assistance and Temporary Assistance to Needy Families. These programs have seen almost 35 percent increases in the past year due to the recent economic situation that has created job losses. The budget does not contain the estimated \$22 million dollars of Federal and State funds that are direct payments and/or services to residents that is spent in our community.

## **County Administrator's Budget Message**

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There is a significant reduction in the local General Fund contribution to DSS largely due to restructuring positions. Certain employees in the Social Services budget have been moved into vacant Social Service positions yielding higher State and Federal reimbursement levels, one prevention position was eliminated and two positions were transferred to the Parks and Recreation budget.

Housing and Community Development operates County-wide low- and moderate-income housing programs. Not included in these budgets are several million dollars of Federal and State loan and grant funds that are provided to first-time homebuyers through the County's participation in the VHDA SPARC Loan Program and the Hampton Roads Regional Loan Fund Partnership.

The CSA funding includes a portion of the local match for programs focusing on children at risk. Special Projects includes two grant-funded employees in the Police Department and grant funded half-time employee in the Office of the Commonwealth Attorney.

### **JAMES CITY SERVICE AUTHORITY**

The James City Service Authority (JCSA) budget for FY 2010, found in Section E of this document, presents the financial plan for operating and capital costs of water and sewer utilities that the utility provides to certain areas of the County. The JCSA is financed entirely by user fees and receives no tax money from the County. No rate increases are proposed for FY 2010 for either consumption charges or availability/connection fees. The decline in new construction in the County has reduced connection fee revenue which has been dedicated to capital spending.

Beyond the normal operations of a water and sewer utility, the FY 2010 budget focuses on debt service for funds previously borrowed under a water supply agreement with the Newport News Waterworks. The Capital Budget primarily is targeted to fund additional engineering and construction costs related to the Environmental Protection Agency and the Department of Environmental Quality Sanitary Sewer Overflow consent order. These mandated sewer system improvements are affecting not only the JCSA but the entire Hampton Roads region. One JCSA position is also eliminated.

### **THE FUTURE – FY 2011 AND BEYOND**

The National Bureau of Economic Research (NBER) has officially determined that the U.S. economy is in recession, starting in December of 2007, and that it will continue through calendar year 2009. Calendar year 2010 is projected to see an increase in the Gross Domestic Product and an increase in consumer spending, even as unemployment edges slightly higher. The NBER projects that full recovery will begin in calendar year 2011 but both interest rates and inflation will increase.

According to the Virginia Employment Commission, the Virginia economy will mirror the Federal trends but less severely. Federal-government related employment, including contracted business services and information technology, will not decline as quickly. Health care services

## **County Administrator's Budget Message**

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are relatively stable, higher education is an export industry and Virginia doesn't have large numbers of residents employed in troubled financial institutions.

Projections for Hampton Roads suggest that the region will out-perform the State over the next two years. Locally, with the significance of the leisure and hospitality industry and construction employment, there is some uncertainty that the County's recovery will be as positive as that of the region, but it is still anticipated that the recovery will come more quickly than it will for the State as a whole.

The current County budget focus is on riding out the storm. The FY 2011 budget is expected to be even more challenging because the County will not see what we now project in FY 2010, a surge of Federal recovery package monies passing through the system and erasing many of the budget deficits forecast for the FY 2010 budget for the Commonwealth.

The FY 2009 and FY 2010 budgets, sometimes painful, have provided opportunities to re-evaluate the County's core services and spending priorities. The FY 2011 budget will focus on the inability of slowly rising local revenues to offset sharp reductions in State spending for aid to localities, education, transportation, and Medicaid. These State funding reductions have been tempered in FY 2010 and have been delayed a year by one-time Federal stimulus funds. I empathize with those in other public agencies, most notably in the School system, who believe that the ARRA monies can be used to "save" positions that otherwise would be dropped. I do not believe it is good fiscal policy to use one-time money for recurring spending. Reductions in State aid to localities in FY 2011 are anticipated unless the newly-elected Governor and the General Assembly develop new sources of revenue.

The FY 2010 budget is an annual budget that is part of a multi-year financial plan. The Debt Service Fund covers the next five years and the Capital Improvement Plan covers the next six. Both include estimates of the impacts of decisions made in FY 2010 on both revenues and spending for the next five years. The longer-term view, beyond FY 2011, is positive. The County's business, economic, workforce, and financial resources are fundamentally strong and diverse. The improving business and employment prospects of our largest neighbor, the City of Newport News, are expected to contribute a positive "spill-over" to both business services and retail sales within the County. Expansions at Busch Gardens and at industrial properties such as AVID Medical are also positives in the County's economic and fiscal future.

Investing current energies in planning for the future is the key behind several recent initiatives, including the revised Comprehensive Plan, the Parks and Recreation Master Plan, "Shaping Our Shores," and the recently published Organizational Effectiveness and Efficiency Study. As implementation plans are adopted by the Board of Supervisors over the next several months, future budgets and multi-year financial plans will be revised to include those priorities.

## **County Administrator's Budget Message**

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Members of the Board of Supervisors and many County employees and residents see this community as a wonderful gem entrusted to our care for our children and grandchildren. Planning and investing for our future are important parts of our roles as conservators. It is my hope that the FY 2010 Budget, however constrained by the temporary decline in on-going revenues, will continue the investments in programs, services and infrastructure to meet community expectations.

Respectfully submitted,

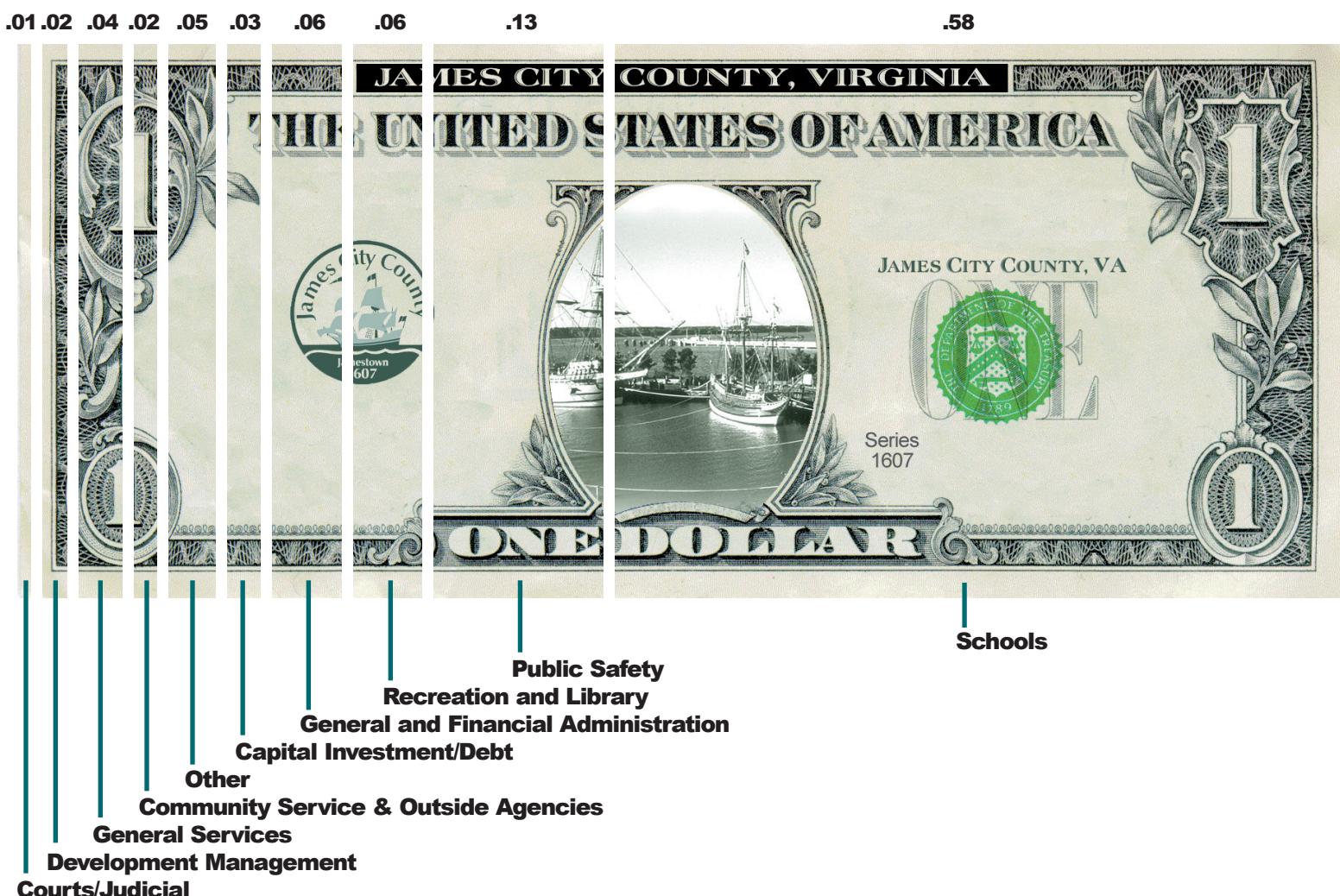


Sanford B. Wanner  
County Administrator

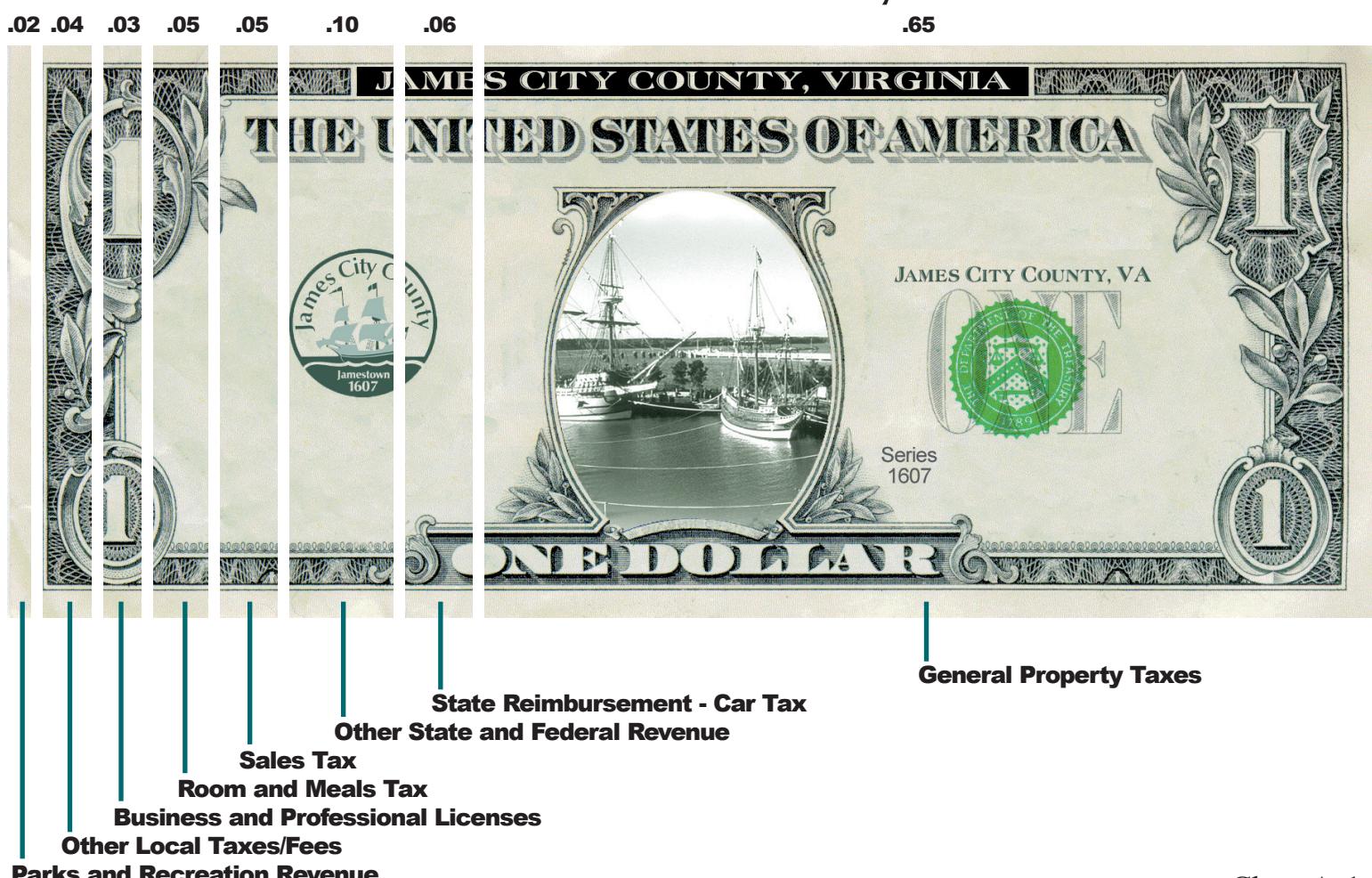
## FY 2010 – How each dollar in the County will be spent...

Let's say all the County spends each year to provide the tax-supported services in the Operating Budget became one hundred pennies (one dollar).

If that is the case, here's how the 2010 pennies are spent:



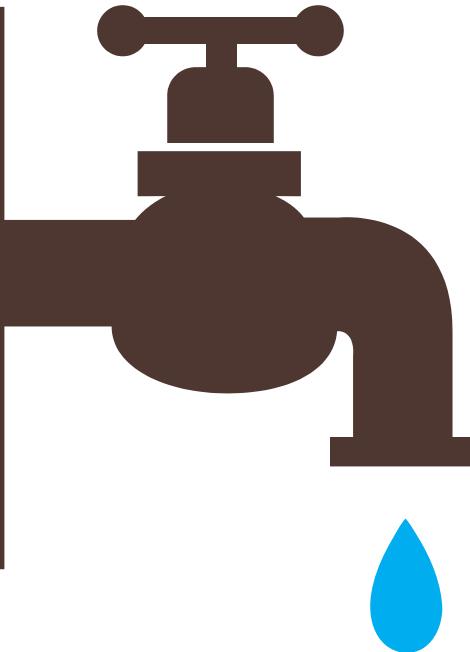
## Where each dollar in the County comes from...



# Capital Improvements Program

## Where the money comes from...

FY 2010	
Debt	\$20,700,000
General Fund	\$600,000
Other	\$7,919,698
Total	\$29,219,698



## Where the money goes...

FY 2009	
Schools	
New Facilities	\$3,418,568
Capital Maintenance	\$4,911,630
Other County	
New Facilities	\$20,111,000
Capital Maintenance	\$778,500
Total	\$29,219,698

## Detailed Summary Revenues

		<b>FY 2009 Adopted</b>	<b>FY 2009 Projected</b>	<b>FY 2010 Plan</b>	<b>FY 2010 Adopted</b>
<b>B-2</b>	<b>General Property Taxes</b>	\$ 107,104,387	\$ 108,302,387	\$ 111,859,085	\$ 106,781,577
<b>B-4</b>	<b>Other Local Taxes</b>	20,210,000	18,730,000	22,930,000	18,480,000
<b>B-5</b>	<b>Licenses, Permits and Fees</b>	7,965,000	7,602,500	8,653,000	7,365,750
<b>B-6</b>	<b>Fines and Forfeitures</b>	375,000	350,000	380,000	350,000
<b>B-7</b>	<b>Revenues from Use of Money and Property</b>	1,315,000	980,000	1,315,000	780,000
<b>B-8</b>	<b>Revenue from the Commonwealth</b>	25,283,233	24,433,948	26,004,267	25,453,787
<b>B-10</b>	<b>Revenue from the Federal Government</b>	5,868	5,868	5,868	5,868
<b>B-11</b>	<b>Charges for Current Services</b>	4,678,036	4,649,220	4,753,036	4,733,175
<b>B-12</b>	<b>Miscellaneous Revenues</b>	<u>422,281</u>	<u>218,120</u>	<u>170,500</u>	<u>160,500</u>
<b>TOTAL REVENUES</b>		<b><u>\$ 167,358,805</u></b>	<b><u>\$ 165,272,043</u></b>	<b><u>\$ 176,070,756</u></b>	<b><u>\$ 164,110,657</u></b>

## General Property Taxes

## General Operating Fund

### BUDGET SUMMARY

	FY09 Adopted	FY09 Projected	FY10 Plan	FY10 Adopted
Real Estate	\$83,124,054	\$84,678,024	\$85,742,773	\$83,868,503
Personal Property	15,454,263	15,043,562	17,560,212	14,305,574
Mobile Homes	85,000	85,000	85,000	85,000
Machinery and Tools	4,900,000	5,000,000	4,900,000	5,000,000
Public Services	1,383,570	1,426,801	1,413,600	1,490,000
Delinquent Real Estate Taxes	1,100,000	1,160,000	1,100,000	1,100,000
Delinquent Personal Property	457,500	309,000	457,500	307,500
Penalties and Interest	600,000	600,000	600,000	625,000
Total	<u>\$107,104,387</u>	<u>\$108,302,387</u>	<u>\$111,859,085</u>	<u>\$106,781,577</u>

### BUDGET COMMENTS

**General Property Taxes** include revenues received from levies made on real and personal property of County residents and business establishments.

**Real Estate Property Taxes** on residential and business land and buildings are based upon a tax rate per \$100 of assessed value, which is adopted by the Board of Supervisors during the budget process. The tax rate is then applied to the assessed value of individual property, as determined by the Real Estate Assessor during the assessment process. The Commonwealth of Virginia requires localities to assess real property at 100 percent of market value. Market value is the most probable price which a property should bring in a competitive and open market under all conditions requisite to a fair sale.

The proposed FY 2010 revenue, when compared to the adopted FY 2009 figure represents an increase of 0.90 percent. This increase is the net of entirely added growth throughout the County in FY 2009 and the effect of the general reassessment that took place on January 1, 2009 in which the assessed value of more than 5,000 existing properties resulted in a .60% drop in overall taxable value between fiscal year 2009 and fiscal year 2010.

**Personal Property Taxes** are assessed by the Commissioner of the Revenue on four major property categories - individual personal property, business personal property, mobile homes, and machinery and tools. The tax rate is \$4.00 per \$100 of assessed value. Individual and business vehicles are assessed at 100 percent of loan value as determined by the National Automobile Dealers Association. Business equipment, machinery, and tools are assessed at 25 percent of capitalized cost. Mobile homes are assessed at current market value and are billed at the real estate tax rate. The State subsidizes localities with a total amount for taxes on some vehicles used for personal use and, as a result, the collection of personal property taxes has partially shifted from local taxpayers to the State under the State's "Car Tax" initiative. The chart on page B-3 illustrates the impact.

## General Property Taxes

## General Operating Fund

### ***BUDGET COMMENTS, Continued***

	FY09 Adopted	FY09 Projected	FY10 Plan	FY10 Proposed
<b><u>"Car Tax" Impacts</u></b>				
Local Collections From the Commonwealth	\$15,454,263 <u>9,770,137</u>	\$15,043,562 <u>9,770,137</u>	\$17,560,212 <u>9,770,137</u>	\$14,305,574 <u>9,770,137</u>
	<u>\$25,224,400</u>	<u>\$24,813,699</u>	<u>\$27,330,349</u>	<u>\$24,075,711</u>

In 2005 the General Assembly permanently capped the State's share of the "Car Tax" beginning in 2006. The State is projected to pay approximately 63 percent of the "Car Tax" for an eligible personal use vehicle in FY 2010. This percentage increased from FY 2009 when it was 58 percent.

Unaffected by the State's "Car Tax" initiative are County personal property assessments on boats, airplanes, trucks, trailers, and business personal property.

Overall, personal property collections are expected to decrease in FY 2010 by 3.0 percent when compared to FY 2009 projections due to lower assessments on vehicles, particularly SUV's. With overall lower assessments and an increase in the percentage of the State's share of the "Car Tax" most taxpayers will see lower personal property tax bills beginning this June.

**Public Service Assessments** are performed by the State Corporation Commission on property owned by regulated public utilities, which include railroads, electric, telephone, gas, and telecommunications companies. The assessments are based on value and the effective true tax rate. This rate is calculated by multiplying the nominal tax rate of \$0.77 by the median sales assessment ratio. The most recent information available is for 2007 when the ratio was 87.60 percent. This ratio has increased slightly making the effective true tax rate \$0.6745 per hundred. Public Service Assessments are projected to increase slightly as the assessment ratio is expected to rise.

**Machinery and Tools** are those items of business personal property that are used in a manufacturing application and the assessment of machinery and tools is based on costs. FY 2010 collections are expected to increase slightly when compared to the FY 2009 adopted budget.

## Other Local Taxes

## General Operating Fund

### BUDGET SUMMARY

	FY09 Adopted	FY09 Projected	FY10 Plan	FY10 Adopted
Local Sales Tax	\$ 9,350,000	\$ 8,650,000	\$ 10,400,000	\$ 8,550,000
Transient Occupancy Tax	2,180,000	2,100,000	2,600,000	2,100,000
\$2 Per Night Room Tax	850,000	700,000	850,000	700,000
Meals Tax	5,900,000	5,650,000	6,550,000	5,500,000
Delinquent Taxes	30,000	30,000	30,000	30,000
Deeds of Conveyance	450,000	275,000	450,000	275,000
Bank Franchise Tax	325,000	325,000	325,000	325,000
Recordation Taxes	1,125,000	1,000,000	1,725,000	1,000,000
Total	<u>\$20,210,000</u>	<u>\$18,730,000</u>	<u>\$22,930,000</u>	<u>\$18,480,000</u>

### BUDGET COMMENTS

Other Local Taxes include the budget for the 1 percent **Local Sales Tax**. This tax is collected with the 4.0 percent State sales tax at the time of sale, and remitted to the County. An decrease of 1.2 percent over FY 2009 collections is anticipated in FY 2010.

**Transient Occupancy Room Tax** revenues are those received from the 5 percent tax imposed on hotel, motel room sales, and rental condominium units. 60 percent of this tax revenue is targeted toward tourism in compliance with State law. Receipts are expected to remain flat when compared to FY 2009 collections. The **\$2 Per Night Room Tax** revenue is passed through to the Williamsburg Area Chamber and Tourism Alliance for marketing by the Williamsburg Area Destination Marketing Committee (WADMC).

The **Meals Tax** represents a tax on prepared food and beverages. The County levies a 4 percent tax. Because of the impact on tourism in the County, it is estimated that 70 percent of the revenue is generated by nonresidents of the County. It is expected to decrease 2.7 percent in FY 2010 when compared to FY 2009 projections.

**Deeds of Conveyance** records revenue received from the tax imposed on conveyance of property deeds. The tax is based on the value of the property involved. Revenues are expected to level off in FY 2010 when compared to FY 2009 collections.

**Bank Franchise Tax** represents revenue received from the tax imposed on bank deposits in County bank branches, less certain allowable deductions. This revenue is expected to be level.

The **Recordation Taxes** are fees levied for documents recorded at the Clerk of Circuit Court's Office. Fees vary based on the type of document and the value of real estate. These taxes are expected to level off in FY 2010 when compared to FY 2009 collections.

## Licenses, Permits, and Fees

## General Operating Fund

### BUDGET SUMMARY

	FY09 Adopted	FY09 Projected	FY10 Plan	FY10 Adopted
Bus. and Prof. Licenses	\$ 6,000,000	\$ 6,000,000	\$ 6,200,000	\$ 5,700,000
Motor Vehicle Licenses	125,000	125,000	130,000	125,000
Business License Penalty	130,000	130,000	130,000	130,000
Business License Interest	20,000	30,000	20,000	30,000
License Tax - Utilities	300,000	310,000	310,000	315,000
Building Permits	870,000	725,000	1,290,000	705,500
Planning and Zoning Fees	200,000	110,000	220,000	140,000
Dog Licenses	28,500	38,000	29,000	38,000
Septic Tank Permit Fees	2,000	2,000	2,000	2,000
Stormwater Inspection Fee	72,000	17,500	72,000	19,250
Revenues- Erosion Control	217,500	115,000	250,000	161,000
Total	<u>\$7,965,000</u>	<u>\$7,602,500</u>	<u>\$8,653,000</u>	<u>\$7,365,750</u>

### BUDGET COMMENTS

This budget provides for revenues received from various permit and privilege fees required by the County.

**Business and Professional License Fees** are collected in May of each year and are based on the previous calendar year's business gross receipts. In FY 2010, revenues are expected to decrease by 5 percent.

**Motor Vehicle Registration Fees** are based on an initial fee of \$10 for vehicles registered in the County; there is no annual local fee.

**Dog Licenses** are \$5.00 per year for spayed/neutered dogs and \$8.00 for unaltered dogs. Three-year licenses are also available.

**Planning, Zoning, Erosion Control Fees, and Building Permits** are based on the volume of development and are used to offset costs from the Planning, Environmental, and Code Compliance Divisions and cost allocations from internal service departments. New fees are proposed for Home Occupation Applications, Amusement Device Inspections, Environmental review of a site amendment and Land-Disturbing permit renewals. The Environmental residential subdivision per lot fee is also proposed to change. The Amusement Device Inspection fee was the only fee change in this category that was approved and included in the Adopted Budget.

**Septic Tank Permit Fees** are \$100 and are used to offset inspection and soil testing costs necessary to establish appropriate sites for septic tanks.

**Stormwater Inspection Fees** offset the cost of Stormwater construction inspection activities. The fee is assessed at \$900 per BMP and \$0.90 per linear foot of storm drain or channel.

**Fines and Forfeitures****General Operating Fund****BUDGET SUMMARY**

	FY09 Adopted	FY09 Projected	FY10 Plan	FY10 Adopted
Fines and Forfeitures	<u>\$375,000</u>	<u>\$350,000</u>	<u>\$380,000</u>	<u>\$350,000</u>

**BUDGET COMMENTS**

This category of revenue reflects monies received as a result of the imposition of fines on persons charged with violations of County ordinances. FY 2010 is expected to be flat with FY 2009 projections.

**Revenue from Use of Money & Property****General Operating Fund****BUDGET SUMMARY**

	FY09 Adopted	FY09 Projected	FY10 Plan	FY10 Adopted
Interest on Short-Term				
Investments	\$ 1,000,000	\$700,000	\$ 1,000,000	\$500,000
Rent	315,000	280,000	315,000	280,000
Total	<u>\$1,315,000</u>	<u>\$980,000</u>	<u>\$1,315,000</u>	<u>\$780,000</u>

**BUDGET COMMENTS**

The Treasurer invests funds that are available but not needed for immediate disbursement. Funds are invested overnight in a Local Government Investment Pool and a core portfolio of U.S. Government obligations. Short term interest rates have fallen and FY 2010 earnings are not expected to reach FY 2009 projected levels. Rent payments from the leasing of radio towers space, Legacy Hall, and the Jamestown Marina are also shown here.

**Revenue from the Commonwealth****General Operating Fund****BUDGET SUMMARY**

	FY09 Adopted	FY09 Projected	FY10 Plan	FY10 Adopted
<b><u>Non-Categorical Aid</u></b>				
Recordation Tax Distributions	\$ 439,052	\$ 460,350	\$ 439,052	\$ 439,052
HB 599 Payments	1,569,962	1,510,948	1,569,962	1,510,948
State Car Tax Reimbursement	9,770,137	9,770,137	9,770,137	9,770,137
Communications Sales and Use Tax	2,000,000	1,909,000	2,050,000	2,000,000
Car Rental Sales Tax	60,000	70,000	60,000	70,000
Mobile Home Tax Com.	40,000	30,000	40,000	40,000
Rolling Stock Tax	31,015	47,000	31,015	53,698
DMV Satellite Office	45,000	45,000	48,000	48,000
	<u>13,955,166</u>	<u>13,842,435</u>	<u>14,008,166</u>	<u>13,931,835</u>
<b><u>Shared Expenses (Categorical):</u></b>				
Sales Tax for Education	9,010,937	8,317,819	9,678,971	9,146,161
Shared Expenses For:				
Treasurer	203,859	199,782	203,859	206,678
Commissioner of the Revenue	193,880	190,000	193,880	198,141
General Registrar	61,498	60,268	61,498	60,268
Sheriff	721,793	707,357	721,793	736,939
Commonwealth's Attorney	549,501	538,511	549,501	555,193
Clerk of the Circuit Court	441,164	432,341	441,164	473,137
Medical Examiner	300	300	300	300
	<u>11,182,932</u>	<u>10,446,378</u>	<u>11,850,966</u>	<u>11,376,817</u>
<b><u>Categorical Aid:</u></b>				
Commission for the Arts	5,000	5,000	5,000	5,000
Wireless Board	<u>140,135</u>	<u>140,135</u>	<u>140,135</u>	<u>140,135</u>
	<u>145,135</u>	<u>145,135</u>	<u>145,135</u>	<u>145,135</u>
Total	<u>\$ 25,283,233</u>	<u>\$ 24,433,948</u>	<u>\$ 26,004,267</u>	<u>\$ 25,453,787</u>

***BUDGET COMMENTS, Continued***Description

This budget provides for revenue received from the Commonwealth of Virginia in three categories - Non-Categorical Aid, Shared Expenses (Categorical), and Categorical Aid. **Non-Categorical Aid** includes revenues which are raised by the State and shared with the local government. The use of such revenues is at the discretion of the local government. **Shared Expenses (Categorical)** includes revenues received from the Commonwealth for the State's share of expenditures in activities that are considered to be joint responsibilities. **Categorical Aid** includes revenues received from the Commonwealth, which are designated by the Commonwealth for a specific use by the local government.

Change

State revenues estimates for FY 2010 remain relatively flat when compared to the FY 2009 budget and are based on the most recent information received from the State.

The State Car Tax Reimbursement is the State's share of the "No Car Tax" initiative and it has the following impact on local taxpayers:

	FY09 Adopted	FY09 Projected	FY10 Plan	FY10 Adopted
<u>"Car Tax" Impacts</u>				
Local Collections From the Commonwealth	\$15,454,263 <u>9,770,137</u>	\$15,043,562 <u>9,770,137</u>	\$17,560,212 <u>9,770,137</u>	\$14,305,574 <u>9,770,137</u>
	<u>\$25,224,400</u>	<u>\$24,813,699</u>	<u>\$27,330,349</u>	<u>\$24,075,711</u>

The FY 2010 projection reflects the permanent cap on the State's share of the "Car Tax" that began in 2006. The State is projected to pay approximately 63 percent of the "Car Tax" for an eligible personal use vehicle. This percentage increased from FY 2009 when it was 58 percent. This is due to the overall reduction in values.

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**Revenue from the Federal Government****General Operating Fund****BUDGET SUMMARY**

	FY09 Adopted	FY09 Projected	FY10 Plan	FY10 Adopted
Payments in Lieu of Taxes	<u>\$5,868</u>	<u>\$5,868</u>	<u>\$5,868</u>	<u>\$5,868</u>

**BUDGET COMMENTS**

This budget provides for payments received from the Federal Government in lieu of taxes.

While the County General Fund realizes little in Federal funds, other County activities receive Federal funds as their principal financing source. These include the Departments of Social Services and Community Development. These budgets are shown in Section F of this document in addition to any Federal funds specifically related to grants. The Williamsburg-James City County Schools also receive Federal funds.

Federal stimulus funding for projects is not included in the General Fund budget, although agencies dependent on State funding (WJCC Schools and Social Services) have included some funding in their budgets.

## **Charges for Current Services**

## **General Operating Fund**

### **BUDGET SUMMARY**

	<b>FY09 Adopted</b>	<b>FY09 Projected</b>	<b>FY10 Plan</b>	<b>FY10 Adopted</b>
Excess Fees - Clerk	\$ 550,000	\$ 375,000	\$ 575,000	\$ 187,500
Sheriff, Deputies, and Jail Fees	150,000	175,000	150,000	175,000
Other Fees For Service	134,000	100,000	134,000	116,000
Parks and Recreation Revenues	2,594,036	2,499,220	2,644,036	2,649,675
ALS/BLS Fees	1,250,000	1,500,000	1,250,000	1,605,000
Total	<u>\$4,678,036</u>	<u>\$4,649,220</u>	<u>\$4,753,036</u>	<u>\$4,733,175</u>

### **BUDGET COMMENTS**

This budget provides for revenue received as a result of fees charged for certain services provided to citizens and other public agencies. It does not include revenues for enterprise type activities (e.g., water and sewer charges), which are budgeted under their respective activities.

The State has changed the distribution of the fees collected by the Clerk of the Circuit Court in excess of the amount that the State contributes for salaries and offices expenses from two-thirds to one-third. This change is reflected in the FY 2010 revenue estimate.

Several new Recreation user fees are included in this proposal. In addition to the Community Center access pass, a Combo pass will be offered for those individuals or families who wish to include both access to the facility and fitness classes. Rec Connect fees will increase \$5 per week and the middle school program will increase \$9 per week.

Estimates for ALS/BLS (Advanced Life Support/Basic Life Support) fees include an increase of \$25 to the current base rates and \$1.25 increase in the per mile rate. This will bring James City County in line with other localities on the Peninsula.

**Miscellaneous Revenues****General Operating Fund****BUDGET SUMMARY**

	FY09 Adopted	FY09 Projected	FY10 Plan	FY10 Adopted
Sale of County Vehicles or Equipment	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Xerox Machines	45,000	25,000	45,000	30,000
Streetlights and Signs	5,000	5,000	5,000	5,000
Code Books and Ordinances	500	120	500	500
Court Appointed Attorneys	5,000	10,000	5,000	10,000
Miscellaneous	75,000	75,000	75,000	75,000
Parking Tickets	15,000	15,000	15,000	15,000
Fund Balance	<u>244,106</u>	0	0	0
Total	<u>\$ 422,281</u>	<u>\$ 218,120</u>	<u>\$ 170,500</u>	<u>\$ 160,500</u>

**BUDGET COMMENTS**

This budget provides for small or nonrecurring revenues received that are not appropriately recorded under other revenue budgets. These include receipts from the sale of used property and equipment and receipts from the sale of County Code Books and Ordinances.

## Detailed Summary Expenditure

		<b>FY 2009 ADOPTED</b>	<b>FY 2010 PLAN</b>	<b>FY 2010 ADOPTED</b>	<b>DIFF FROM FY 09</b>	
					<b>\$</b>	<b>%</b>
<b><u>ADMINISTRATIVE</u></b>						
C-3	<b>Board of Supervisors</b>	\$302,604	\$237,446	\$201,909	\$(100,695)	(33.3)%
C-4	<b>County Administration</b>	412,589	431,660	387,171	(25,418)	(6.2)%
C-5	<b>Econ. Development</b>	388,941	406,461	382,346	(6,595)	(1.7)%
C-6	<b>County Attorney</b>	<u>454,255</u>	<u>479,055</u>	<u>443,502</u>	<u>(10,753)</u>	<u>(2.4)%</u>
		\$1,558,389	\$1,554,622	\$1,414,928	\$(143,461)	(9.2)%
<b><u>CITIZEN SERVICES</u></b>						
C-7	<b>Satellite Services</b>	\$208,527	\$217,427	\$192,234	\$(16,293)	(7.8)%
C-8	<b>Communications</b>	531,589	587,018	451,677	(79,912)	(15.0)%
C-9	<b>Neighborhood Connections</b>	322,351	338,256	205,403	(116,948)	(36.3)%
C-10	<b>Cooperative Extension</b>	<u>70,363</u>	<u>88,878</u>	<u>61,687</u>	<u>(8,676)</u>	<u>(12.3)%</u>
		\$1,132,830	\$1,231,579	\$911,001	\$(221,829)	(19.6)%
<b><u>ELECTIONS</u></b>						
C-11	<b>General Registrar</b>	\$187,050	\$186,702	\$180,545	\$(6,505)	(3.5)%
C-12	<b>Electoral Bd./Elections</b>	<u>160,040</u>	<u>116,259</u>	<u>114,601</u>	<u>(45,439)</u>	<u>(28.4)%</u>
		\$347,090	\$302,961	\$295,146	\$(51,944)	(15.0)%
<b><u>HUMAN RESOURCE</u></b>						
C-13	<b>Human Resource</b>	\$516,331	\$549,110	\$482,856	\$(33,475)	(6.5)%
C-14	<b>Training &amp; Quality Perf.</b>	<u>269,280</u>	<u>276,160</u>	<u>267,030</u>	<u>(2,250)</u>	<u>(0.8)%</u>
		\$785,611	\$825,270	\$749,886	\$(35,725)	(4.5)%
<b><u>FINANCIAL ADMIN.</u></b>						
C-15	<b>Treasurer</b>	\$1,104,452	\$1,154,187	\$1,095,465	\$(8,987)	(0.8)%
C-16	<b>Commiss. of the Rev.</b>	777,215	801,480	709,826	(67,389)	(8.7)%
C-17	<b>Finan. &amp; Mgt Serv.</b>	923,621	940,722	893,084	(30,537)	(3.3)%
C-18	<b>Accounting</b>	192,070	204,695	169,942	(22,128)	(11.5)%
C-19	<b>Purchasing</b>	270,834	279,332	261,037	(9,797)	(3.6)%
C-20	<b>Real Estate Assess.</b>	<u>967,502</u>	<u>1,010,995</u>	<u>797,784</u>	<u>(169,718)</u>	<u>(17.5)%</u>
		\$4,235,694	\$4,391,411	\$3,927,138	\$(308,556)	(7.3)%
<b><u>GENERAL SERVICES</u></b>						
C-21	<b>General Services</b>	\$1,126,799	\$1,131,014	\$1,066,597	\$(60,202)	(5.3)%
C-22	<b>Facilities Management</b>	2,244,592	2,352,272	2,148,872	(95,720)	(4.3)%
C-23	<b>Stormwater</b>	1,032,470	910,660	748,668	(283,802)	(27.5)%
C-24	<b>Grounds Maintenance</b>	1,203,049	1,279,942	1,115,433	(87,616)	(7.3)%
C-25	<b>Fleet Maintenance</b>	827,993	819,916	714,534	(113,459)	(13.7)%
C-26	<b>Mosquito Control</b>	86,816	103,449	0	(86,816)	(100.0)%
C-27	<b>Solid Waste Management</b>	<u>1,430,374</u>	<u>1,504,897</u>	<u>1,362,469</u>	<u>(67,905)</u>	<u>(4.7)%</u>
		\$7,952,093	\$8,102,150	\$7,156,573	\$(795,520)	(10.0)%
<b><u>INFORMATION RESOURCES MGT</u></b>						
C-28	<b>Information Tech. Serv.</b>	\$2,069,920	\$2,123,819	\$2,026,495	\$(43,425)	(2.1)%

## Detailed Summary Expenditure

	<b>FY 2009 ADOPTED</b>	<b>FY 2010 PLAN</b>	<b>FY 2010 ADOPTED</b>	<b>DIFF FROM FY 09</b>	
				<b>\$</b>	<b>%</b>
<b><u>DEVELOPMENT MGT</u></b>					
C-29 <b>Development Mgt.</b>	\$281,695	\$302,821	\$237,884	\$(43,811)	(15.6)%
C-30 <b>Planning &amp; Zoning</b>	1,465,596	1,601,456	1,375,114	(90,482)	(6.2)%
C-31 <b>Environmental Div.</b>	1,171,273	1,218,295	1,052,353	(118,920)	(10.2)%
C-32 <b>Code Compliance</b>	1,270,867	1,339,963	1,041,957	(228,910)	(18.0)%
	<u>\$4,189,431</u>	<u>\$4,462,535</u>	<u>\$3,707,308</u>	<u>\$(482,123)</u>	<u>(11.5)%</u>
<b><u>JUDICIAL</u></b>					
C-33 <b>Courts/Judicial</b>	\$322,873	\$330,283	\$326,546	\$3,673	1.1%
C-34 <b>Courthouse</b>	414,972	460,175	419,565	4,593	1.1%
C-35 <b>Clerk of Circuit Ct</b>	762,130	781,883	727,247	(34,883)	(4.6)%
C-36 <b>Commonwealth's Attorney</b>	796,117	814,267	789,932	(6,185)	(0.8)%
	<u>\$2,296,092</u>	<u>\$2,386,608</u>	<u>\$2,263,290</u>	<u>\$(32,802)</u>	<u>(1.4)%</u>
<b><u>PUBLIC SAFETY</u></b>					
C-37 <b>Fire Department</b>	\$6,960,157	\$7,524,676	\$6,992,160	\$32,003	0.5%
C-38 <b>Emerg. Medical Serv.</b>	2,177,552	2,295,612	2,207,518	29,966	1.4%
C-39 <b>Police Department</b>	8,225,962	8,587,510	8,005,670	(220,292)	(2.7)%
C-40 <b>Animal Control</b>	203,173	204,321	182,176	(20,997)	(10.3)%
C-41 <b>Sheriff</b>	1,234,090	1,283,817	1,258,577	24,487	2.0%
C-42 <b>Emergency Management</b>	260,627	283,636	255,223	(5,404)	(2.1)%
C-43 <b>Emergency Comm.</b>	2,532,890	2,753,453	2,526,436	(6,454)	(0.3)%
	<u>\$21,594,451</u>	<u>\$22,933,025</u>	<u>\$21,427,760</u>	<u>\$(166,691)</u>	<u>(0.8)%</u>
<b><u>COMMUNITY SERVICES</u></b>					
C-44 <b>Community Services</b>	\$346,800	\$343,165	\$332,985	\$(13,815)	(4.0)%
C-45 <b>Parks &amp; Recreation</b>	5,920,467	6,131,062	5,712,002	(208,465)	(3.5)%
	<u>\$6,267,267</u>	<u>\$6,474,227</u>	<u>\$6,044,987</u>	<u>\$(222,280)</u>	<u>(3.5)%</u>
<b><u>COUNTY OPERATIONS</u></b>					
	<u><b>\$52,428,868</b></u>	<u><b>\$54,788,207</b></u>	<u><b>\$49,924,512</b></u>	<u><b>\$(2,504,356)</b></u>	<u><b>(4.8)%</b></u>
C-47 <b>Outside Agencies</b>	\$3,323,683	\$3,574,102	\$2,933,282	\$(390,401)	(11.7)%
C-49 <b>Nondepartmental</b>	3,709,275	4,303,189	4,541,674	832,399	22.4%
C-50 <b>Capital Projects</b>	2,995,000	4,200,000	600,000	(2,395,000)	(80.0)%
C-51 <b>WJCC Schools</b>	93,295,526	97,471,326	94,832,696	1,537,170	1.6%
C-53 <b>Library and Arts Ctr.</b>	4,492,457	4,542,105	4,492,457	0	0.0%
C-54 <b>Other Regional Entities</b>	3,049,380	3,052,267	3,117,864	68,484	2.2%
C-55 <b>Health Services</b>	1,662,869	1,664,693	1,552,118	(110,751)	(6.7)%
C-56 <b>Transfer to Other Funds</b>	2,401,747	2,474,867	2,116,054	(285,693)	(11.9)%
<b>TOTAL</b>	<b><u>\$167,358,805</u></b>	<b><u>\$176,070,756</u></b>	<b><u>\$164,110,657</u></b>	<b><u>\$(3,248,148)</u></b>	<b><u>(1.9)%</u></b>

**DESCRIPTION OF SERVICES**

The Board of Supervisors is composed of five County residents, elected by District, and each supervisor serves a four-year term. The Board is responsible for legislative policy, adopting County ordinances and budgets, and for hiring both the County Administrator and County Attorney.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$116,040	\$120,062	\$118,284
Operating	186,564	117,384	83,625
Total	<u>\$302,604</u>	<u>\$237,446</u>	<u>\$201,909</u>

**PERSONNEL**

Full-time Personnel	1	1	1
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**PERFORMANCE MEASURES**

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
# of events attended as reported per Board member	N/A	N/A	17	15
# of appointments made to boards and commissions	21	27	31	32

**BUDGET COMMENTS**

This budget reflects a reduction in professional services, budgeted for the organizational effectiveness and efficiency study in FY 2009, and in recognition dollars with the elimination of the County funded holiday lunch, County picnic and a reduced service award luncheon.

## **County Administration**

## **General Operating Fund**

### **DESCRIPTION OF SERVICES**

The County Administrator is the Chief Administrative Officer of the County. He is appointed by the Board of Supervisors and is responsible to the Board for the execution of policies it establishes. He is expected to handle the daily administrative operations of the County, as well as recommend service and policy improvements, develop an annual budget, generally guide the work of County employees, and ensure that the affairs of the County are conducted in an effective and responsible manner. The County Administrator also acts as Clerk to the Board.

### **BUDGET SUMMARY**

	<u>FY09 Adopted</u>	<u>FY10 Plan</u>	<u>FY10 Adopted</u>
Personnel	\$385,386	\$407,232	\$366,209
Operating	27,203	24,428	20,962
Total	<u>\$412,589</u>	<u>\$431,660</u>	<u>\$387,171</u>

### **PERSONNEL**

Full-time Personnel	2.5	2.5	2.5
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### **PERFORMANCE MEASURES**

	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Projected</u>	<u>FY10 Adopted</u>
# internal departmental audits conducted to ensure fees and charges are appropriate and cost effective - new measure	N/A	N/A	3	3
# of small businesses assisted through the County permitting process - new measure	N/A	N/A	8	5

### **BUDGET COMMENTS**

This reduced budget reflects an elimination of intern hours, reduced travel expenses and savings from staff turnover.

**DESCRIPTION OF SERVICES**

To foster the development and expansion of a diversified and healthy base of primary business and industry that will better balance the tax base, increase job opportunities, and enhance both the quality and standard of living in James City County.

**OBJECTIVES**

1. Pursue recruitment of new primary business/industry that would result in increased nonresidential tax base and at-place employment.
2. Provide resources and marketing tools to make James City County competitive for compatible Economic Development projects.
3. Encourage retention, expansion, and formation of primary businesses in James City County.
4. Provide staff support to expanded role of County Economic Development Authority (EDA).
5. Make, keep, and showcase James City County as a professionally competent, premiere business location at local, regional, and national levels.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$245,906	\$252,516	\$251,609
Operating	143,035	153,945	130,737
Total	<u>\$388,941</u>	<u>\$406,461</u>	<u>\$382,346</u>

**PERSONNEL**

Full-time Personnel	3	3
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**PERFORMANCE MEASURES**

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
% Increase in Dollar Value of New and Add-on Commercial & Industrial Permits	-2%	-48%	+2%	+2%
New General Business Announced for County	4	2	3	3
New Significant Business Announced for County	5	3	2	2

**BUDGET COMMENTS**

This budget includes reduced or level funding for most line items.

**DESCRIPTION OF SERVICES**

To offer comprehensive, responsive, and expeditious legal assistance to the Board of Supervisors, County Administrator, James City Service Authority, Williamsburg Regional Library, Economic Development Authority, Williamsburg Area Transport and staff.

**OBJECTIVES**

1. To represent the Board of Supervisors, County Administrator, James City Service Authority, other departments, agencies, and Boards and Commissions in rendering legal advice/assistance in a timely/effective manner (includes preparation of contracts, documents, and other legal agreements).
2. Provide quality, professional legal advice to prevent suits against the County; aid the Board of Supervisors, County Administrator, and/or Department Managers in making an informed decision; represent the County in litigation against/on behalf of the County.
3. Enhance customer service by increasing the use of technology in County Attorney's Office.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$479,031	\$501,146	\$487,011
Operating	20,074	22,074	19,516
Legal Services	8,975	10,975	8,975
Received from Other Organizations	(53,825)	(55,140)	(72,000)
Total	<u>\$454,255</u>	<u>\$479,055</u>	<u>\$443,502</u>

**PERSONNEL**

Full-time Personnel	5	5	5
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**PERFORMANCE MEASURES**

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
Documents Reviewed/Drafted	6,409	5,140	5,566	5,319
Court Appearances	245	245	224	278
Hours Developing/Tracking Legislation	500	267	158	532

**BUDGET COMMENTS**

Included in this budget are new legal services fees for the Williamsburg Regional Library and the Economic Development Authority.

**DESCRIPTION OF SERVICES**

To promote local government services to citizens residing in the central and upper sections of the County, offer information and assistance to all segments of the population, and promote citizen participation in the County Government.

**OBJECTIVES**

Increase public usage of services available at the Satellite Services Office while maintaining high quality and professional support to citizens. The Satellite Services Division is located in the Stonehouse District of James City County at the Toano Office building and provides a variety of services to the residents of central and upper James City County, including certain Department of Motor Vehicle functions.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$198,475	\$203,984	\$182,163
Operating	10,052	10,443	10,071
Capital	0	3,000	0
Total	<u>\$208,527</u>	<u>\$217,427</u>	<u>\$192,234</u>

**PERSONNEL**

Full-time Personnel	3	3	3
Part-time Personnel	2	2	1

**PERFORMANCE MEASURES**

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
Parks & Recreation transactions completed correctly	N/A	N/A	85%	90%
Customer Satisfaction	N/A	N/A	90%	95%
Release of DMV Stops/Liens/ Set-off Debt	N/A	N/A	90%	95%

**BUDGET COMMENTS**

This budget is part of the newly configured Citizen Services organization and reflects the elimination of part-time regular and temporary hours. The County receives a portion of the DMV revenues collected at the Satellite Office that offset some of the operating costs.

## Communications

## General Operating Fund

### DESCRIPTION OF SERVICES

To engage citizens in their government by providing accurate and timely information that promotes citizen understanding.

### OBJECTIVES

1. Make government more accessible by providing live/taped broadcasts of public meetings.
2. Disseminate information through publications and other mediums to better inform and educate citizens.
3. Support Greater Williamsburg Area-wide tourism efforts that promote and encourage tourism and visitation.

### BUDGET SUMMARY

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$458,469	\$471,718	\$464,147
Operating	88,800	96,160	54,360
Capital	54,150	88,970	0
Reimbursements	(69,830)	(69,830)	(66,830)
Total	<u>\$531,589</u>	<u>\$587,018</u>	<u>\$451,677</u>

### PERSONNEL

Full-time Personnel	6.5	6.5	6.5
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### PERFORMANCE MEASURES

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
Citizens informed about County issues (FYI print & electronic)	6,414	6,290	6,277	6,300
# of times public meetings viewed online	N/A	16,588	17,216	17,000

### BUDGET COMMENTS

This budget supports the operation of the Community Video Center, the Building F Board Room, and the continued use of the Building C Board Room for non-live broadcasts and is newly configured as part of Citizen Services. The City of Williamsburg and Cox Communications provide funding support to the Communications Division to defray the cost of video services. The County provides reimbursable support to the School division for live broadcasts. This budget reflects cost savings associated with the change from print material to web-based information. Capital funding for equipment replacements and upgrades has been eliminated in FY 2010 due to purchasing certain items early to take advantage of competitive pricing opportunities and eliminating some items due to changing technology.

**DESCRIPTION OF SERVICES**

To empower citizens to contribute to a quality community through training, information sharing, and use of resources.

**OBJECTIVES**

1. Make resources available to support neighborhoods.
2. Build citizen capacity to contribute to an improved community.

**BUDGET SUMMARY**

	<u>FY09 Adopted</u>	<u>FY10 Plan</u>	<u>FY10 Adopted</u>
Personnel	\$292,616	\$301,321	\$181,103
Operating	29,735	36,935	24,300
Total	<u>\$322,351</u>	<u>\$338,256</u>	<u>\$205,403</u>

**PERSONNEL**

Full-time Personnel	4	4	2
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Projected</u>	<u>FY 10 Adopted</u>
Connected Neighborhoods	160	123	127	140

**BUDGET COMMENTS**

The FY 2010 budget reflects the elimination of a Neighborhood Specialist and a Secretary. Newly configured as part of Citizen Services, organizational planning may change the focus of the division in FY 2010.

**DESCRIPTION OF SERVICES**

The mission of the James City County Unit of the Virginia Cooperative Extension is to provide cost-effective educational programming for youth and adults that help participants increase knowledge, develop new skills, modify attitudes, and facilitate change leading to a higher quality of life in a safe, pleasant environment.

**OBJECTIVES**

1. Provide research-based educational programs and services that help participants to increase economic value from commercial pursuits in horticulture, agriculture, and management of natural resources.
2. Provide training and support for maintaining a network of highly trained Extension volunteers who are empowered to assist in planning, implementing, and evaluating Extension educational programs.
3. Develop, implement new, and maintain current, 4-H community clubs, special interest clubs, and camping programs to provide educational opportunities for County youth ages 5-19.
4. Offer variety of educational programs, services, and activities to targeted at-risk communities to give youth/families opportunity/motivation to become self-directive, contributing citizens.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$54,543	\$56,482	\$47,840
Operating	17,320	20,581	14,847
Capital	0	13,315	0
Received from Williamsburg	(1,500)	(1,500)	(1,000)
Total	<u>\$70,363</u>	<u>\$88,878</u>	<u>\$61,687</u>

**PERSONNEL**

Full-time Personnel	2	2	2
Part-time Personnel	1	1	0

**PERFORMANCE MEASURES**

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
# of Youth provided with education programs that increase citizenship, leadership and life skills	665	4,748	4,322	4,800
# of Citizens receiving financial instruction	197	73	72	98
# of Green industry professionals trained in environmental horticultural practices	80	54	30	30

**BUDGET COMMENTS**

This budget is part of the new Citizen Services organization and includes the elimination of funding support for a part-time agent that was shared with New Kent County. Also eliminated is a vehicle replacement.

**General Registrar****General Operating Fund****DESCRIPTION OF SERVICES**

To encourage and enable all qualified James City County residents to exercise their voting rights. The General Registrar is appointed by the Electoral Board.

**OBJECTIVES**

1. Provide James City County voters quality and timely voter registration services.
2. Ensure James City County is divided into logical, equitable voting precincts.
3. Provide James City County voters with the voter information they need to make informed decisions.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$169,280	\$168,957	\$163,776
Operating	15,772	15,772	14,796
Local Aid to State Gov't	1,998	1,973	1,973
Total	<u>\$187,050</u>	<u>\$186,702</u>	<u>\$180,545</u>

**PERSONNEL**

Full-time Personnel	3	3	3
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
Total Registered Voters	43,300	45,558	48,384	50,000
Absentee Votes	1,680	1,191	7,695	4,000
Electoral Board Support Hours	2,000	1,800	2,200	2,000

**BUDGET COMMENTS**

This budget reflects a reduction in temporary hours and a reduction in operating expenditures from FY 2009, where a Presidential election influenced spending.

**DESCRIPTION OF SERVICES**

To conduct elections in accordance with the laws of the State and Federal governments and to do so efficiently. The Electoral Board is appointed by the Circuit Court Judge.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$14,746	\$ 15,841	\$ 18,020
Operating	105,398	99,998	96,161
Capital	39,471	0	0
Local Aid to State Gov't	425	420	420
Total	<u>\$160,040</u>	<u>\$116,259</u>	<u>\$114,601</u>

**PERFORMANCE MEASURES**

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
Voting Precincts	14	16	16	16
Volunteer Poll Workers	225	387	387	350
General Election Votes Cast	26,278	12,737	38,712	32,000

**BUDGET COMMENTS**

This budget provides for two elections in FY2010, although at a reduced level.

**DESCRIPTION OF SERVICES**

Support employees and citizens in providing quality service to the community.

**OBJECTIVES**

1. Ensure a positive, productive work environment that reflects the County's values.
2. Work in partnership with departments to attract and select a well-qualified diverse work force.
3. Reduce turnover costs through improved retention.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$430,494	\$442,499	\$420,174
Operating	159,384	180,158	136,229
Received from Library	(73,547)	(73,547)	(73,547)
Total	<u>\$516,331</u>	<u>\$549,110</u>	<u>\$482,856</u>

**PERSONNEL**

Full-time Personnel	5	5	4
Part-time Personnel	0	0	1

**PERFORMANCE MEASURES**

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
Average # of Applicants per Job Vacancy	23	29	33	40
Turnover Rate	9.4%	9.8%	10.6%	10.0%
\$ Value of Volunteer Hours	\$1,369,198	\$1,327,945	\$1,489,530	\$1,081,131

**BUDGET COMMENTS**

HR will launch employee and applicant self-service modules of myJCC, the County's human resource/payroll information system. Online employment applications are scheduled to be in place in FY10. Fewer positions to fill and use of online sources instead of more costly print media allows HR to reduce advertising costs. HR is reducing the position of HR Assistant from full-time to part-time, resulting in personnel savings in salaries and benefits.

**DESCRIPTION OF SERVICES**

To use performance improvement philosophy, productivity analysis methods, and problem solving tools and techniques to assist the organization with providing quality services to customers.

**OBJECTIVES**

1. Provide skills-based training and a professional development program to enable employees to meet current and future job needs.
2. Provide personnel and productivity tools and options to help employees make optimal decisions.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$240,837	\$247,598	\$245,600
Operating	28,443	28,562	21,430
Total	<u>\$269,280</u>	<u>\$276,160</u>	<u>\$267,030</u>

**PERSONNEL**

Full-time Personnel	3	3	3
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
% of employee participants reporting improved skill/knowledge level after training	91.6%	92.5%	93.0%	93.0%
Grade JCC received from citizens receiving services from county buildings	A-	A	A	A-

**BUDGET COMMENTS**

TQP has reduced the County's training budget while continuing to provide selected training to employees using primarily in-house trainers. Our commitment to Civil Treatment training for all employees continues. TQP will continue to work with County Administration in succession planning assignments, as recommended in the efficiency study. It is anticipated that citizen ratings may decline slightly due to reductions in staffing.

**DESCRIPTION OF SERVICES**

The Treasurer is an elected Constitutional Officer who is responsible for the collection of all licenses, fees, and taxes rendered by the County and all State Fiduciary Income and State Estimated Income Taxes; as well as the proper accounting of all receipts, investing idle cash balances, maintaining all bank accounts used by the County and the School Board, and assisting in debt service administration. The State of Virginia and the City of Williamsburg share in the cost of the operation of this Department.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$795,747	\$816,657	\$790,659
Operating	304,675	321,599	300,875
Capital	0	12,000	0
Local Aid to State Gov't	8,030	7,931	7,931
Received from Williamsburg	(4,000)	(4,000)	(4,000)
Total	<u>\$1,104,452</u>	<u>\$1,154,187</u>	<u>\$1,095,465</u>

**PERSONNEL**

Full-time Personnel	13	13	13
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**PERFORMANCE MEASURES**

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
Real Estate Tax Bills Processed	60,529	64,988	65,568	65,568
Personal Property Bills Processed	137,507	147,312	145,197	148,727
Business Licenses Mailed & Payments Processed	5,667	5,781	6,129	6,200

**BUDGET COMMENTS**

This budget includes the elimination of temporary hours and a reduction in bank service fees as they will be charged directly to fiscal agencies.

**MEMO**Net County Funding:

	FY09 Adopted	FY10 Plan	FY10 Adopted
Total Budget	\$1,100,422	\$1,150,256	\$1,091,534
State/Other Revenue	(207,859)	(207,859)	(210,678)
Net County Funding	<u>\$892,563</u>	<u>\$942,397</u>	<u>\$880,856</u>

**Commissioner of the Revenue****General Operating Fund*****DESCRIPTION OF SERVICES***

The Commissioner of the Revenue is an elected Constitutional Officer who is responsible to the citizens of the County for the assessment of personal property, public utilities, and bank franchise taxes, as well as the processing of business licenses. The Commissioner also assists in the real estate assessments process by handling land transfers, updating records, taking applications from those who qualify for tax relief for the elderly and handicapped, and meeting other State requirements. The office includes a Tax Compliance Unit that ensures that all businesses are properly registered.

***BUDGET SUMMARY***

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$728,415	\$751,516	\$665,366
Operating	41,164	42,422	36,918
Local Aid to State Gov't	7,636	7,542	7,542
Total	<u>\$777,215</u>	<u>\$801,480</u>	<u>\$709,826</u>

***PERSONNEL***

Full-time Personnel	13	13	12
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***PERFORMANCE MEASURES***

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
Income Tax Returns Processed	8,000	8,159	7,500	8,200
Business Licenses	5,400	5,781	6,200	6,200
Personal Property Assessments	90,000	89,354	100,000	100,000

***BUDGET COMMENTS***

The budget includes the elimination of the Business Tax Field Representative position.

***MEMO***Net County Funding:

	FY09 Adopted	FY10 Plan	FY10 Adopted
Total Budget	\$777,215	\$801,480	\$709,826
State/Other Revenue	(193,880)	(193,880)	(198,141)
Net County Funding	<u>\$583,335</u>	<u>\$607,600</u>	<u>\$511,685</u>

**DESCRIPTION OF SERVICES**

To provide quality, diversified, risk management and financial services, driven by customer needs, with divisions providing accounting and information services in support of James City County goals.

**OBJECTIVES**

1. Provide adequate financial information to Departments and Board of Supervisors in order to allow and encourage informed decisions.
2. Develop and manage annual budgets.
3. Oversee risk management, safety, wellness, and insurance programs.
4. Provide mail and courier service for operating departments.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$622,030	\$640,312	\$612,502
Operating	384,207	384,775	363,198
Other	(82,616)	(84,365)	(82,616)
Total	<u>\$923,621</u>	<u>\$940,722</u>	<u>\$893,084</u>

**PERSONNEL**

Full-time Personnel	7	7	7
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**PERFORMANCE MEASURES**

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
Worker's Compensation Experience Modifier	1.56	1.05	0.80	0.75
Total Cost of Risk as a % of Total Budget	0.22	0.20	0.15	0.15
Standard and Poors Bond Rating	AA+	AA+	AA+	AA+

**BUDGET COMMENTS**

This budget provides for the County's property and liability insurance coverages and the County's successful Working Toward Wellness programs. Utilizing internal staff, community partners and wellness vendors has allowed for a comprehensive approach to wellness programming at a reduced cost to the County.

**DESCRIPTION OF SERVICES**

To record, maintain, and report financial information that is provided efficiently, timely, accurately, and is useful to citizens, management, and departments in order to enhance decision-making.

**OBJECTIVES**

1. Provide financial information that customers want in the clearest manner possible.
2. Provide timely and quality information in a cost-effective manner that meets customer needs.
3. Develop/distribute all financial reports required by law, by granting agencies and for management purposes by user departments.
4. Manage disbursements in a way that treats funds with fiduciary care, while promptly and accurately disbursing money to vendors.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$527,719	\$544,677	\$493,171
Operating	20,293	22,663	26,750
Received from JCSA, etc.	(355,942)	(362,645)	(349,979)
Total	<u>\$192,070</u>	<u>\$204,695</u>	<u>\$169,942</u>

**PERSONNEL**

Full-time Personnel	9	9	8
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**PERFORMANCE MEASURES**

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
Invoices Processed	25,611	27,724	28,372	28,000
Payroll Checks Issued	30,458	30,944	32,192	31,400
Purchasing card transactions reviewed	N/A	18,322	17,952	17,500

**BUDGET COMMENTS**

This budget includes the elimination of a Payroll Clerk as a result of the County investment in a new automated timekeeping software system. Funding for annual maintenance of this software has been included. This Division charges for its services to the Service Authority, Regional Jail, Williamsburg Area Transit Authority, and Regional Juvenile Detention facility for a combined total of approximately 67 percent of its funding. This Division also provides fiscal agent services to the Olde Towne Medical Center and the County's Economic Development Authority.

## Purchasing

## **General Operating Fund**

## ***DESCRIPTION OF SERVICES***

To provide the benefits of centralized procurement, service, and support to County Offices and related agencies in accordance with County, State, and Federal requirements and guidelines.

## ***OBJECTIVES***

1. Continue maintenance and refinement of procedures to reduce processing time for purchasing requests and thereby obtain the items needed more quickly.
  2. Prepare bid and proposal packets for supplies, materials, equipment, services in the Operating and CIP budgets consistent with available funding and with time requirements of County Departments.
  3. Provide information, revised policies and procedures governing the operation of centralized purchasing system to enhance efficiency of procurement process to promote timely and proper purchases.

## **BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$256,644	\$264,327	\$248,692
Operating	14,190	15,005	12,345
Total	\$270,834	\$279,332	\$261,037

## **PERSONNEL**

**Full-time Personnel** 3 3 3

## **PERFORMANCE MEASURES**

	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Projected</u>	<u>FY 10 Adopted</u>
Purchase Orders Issued	898	947	598	625
% Requisitions Received via Automated System	48%	50%	51%	55%
% Total Transactions via Purchasing Card	95%	95%	96%	96%

## **BUDGET COMMENTS**

This Division continues to identify and develop cost-saving opportunities for James City County Departments through competitive procurements, cooperative purchasing, and E-Commerce.

**DESCRIPTION OF SERVICES**

To fairly and equitably assess all property, both taxable and exempt, as mandated by State Code and Local Ordinance while providing accurate information to customers, other agencies, and the general public in a timely and efficient manner.

**OBJECTIVES**

1. Conduct annual assessment of all parcels in the County that is equitable, meets requirements for appraising all property at 100 percent of Fair Market Value and mandated by the State.
2. Update and maintain accurate information on all parcels of County property to assist the appraisal process and provide other County offices and the public with timely information.
3. Provide the County and the public with up to date maps and associated Geographical Information System (GIS) data and maintain the on-line property information site.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$871,712	\$897,203	\$725,124
Operating	82,863	89,092	72,660
Capital	12,927	24,700	0
Total	<u>\$967,502</u>	<u>\$1,010,995</u>	<u>\$797,784</u>

**PERSONNEL**

Full-time Personnel	13	13	11
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**PERFORMANCE MEASURES**

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
Parcels Assessed	29,495	30,443	31,091	31,370
Property Transfers Updated	3,751	3,128	2,468	2,700
% Appeals versus Notices Sent	3%	3%	5%	5%

**BUDGET COMMENTS**

The major focus of this Division is the fair and equitable assessment of all property and the integration of the CAMA (Computer-Assisted Mass Appraisal) system with the tax billing software. Two positions, a GIS technician and the Deputy Director have been eliminated. One vehicle has also been eliminated from this division.

**DESCRIPTION OF SERVICES**

The Department of General Services is charged with overseeing the operations of the County's Facilities, Grounds and Fleet Maintenance programs as well as Solid Waste, Capital Projects Administration, Stormwater, Energy Conservation and the management of the County's streetlight and street sign programs. The Department also oversees support services partnering agreements with the Williamsburg-James City County Schools.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$676,124	\$697,567	\$672,687
Operating	456,050	413,322	382,660
Capital Outlay	26,750	52,250	11,250
Other	(32,125)	(32,125)	0
Total	<u>\$1,126,799</u>	<u>\$1,131,014</u>	<u>\$1,066,597</u>

**PERSONNEL**

Full-time Personnel	6.5	6.5	6.5
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**PERFORMANCE MEASURES**

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
% of Capital Projects Completed On-time	89%	83%	90%	90%

**BUDGET COMMENTS**

A Transportation Administrator position has been eliminated and an Environmental Specialist has been moved from Mosquito Control. A review of phone plans and services have resulted in overall savings. A scheduled replacement vehicle will be replaced within the existing fleet.

**DESCRIPTION OF SERVICES**

To provide quality, timely maintenance, repair, and custodial services for all County buildings and for selected joint use public facilities.

**OBJECTIVES**

1. Maintain buildings in a manner reflecting the pride of the community that provides safe, pleasant work areas for citizens, visitors and employees.
2. Pursue methods to reduce energy consumption in all public facilities.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$1,089,324	\$1,126,661	\$1,057,052
Operating	1,228,252	1,305,342	1,178,551
Capital	101,500	97,850	90,850
Billing of Joint Activities	(174,484)	(177,581)	(177,581)
Total	<u>\$2,244,592</u>	<u>\$2,352,272</u>	<u>\$2,148,872</u>

**PERSONNEL**

Full-time Personnel	19	19	18
Part-time Personnel	6	6	6

**PERFORMANCE MEASURES**

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
% of Facilities Maintenance Job Orders Completed by Date Customer Requested	83%	79%	76%	80%

**BUDGET COMMENTS**

This budget reflects the elimination of the Facilities Technician (plumbing) position. Schools will now provide plumbing services as well as custodial services currently provided through outside contracts as part of a new shared services agreement. Reductions in telephone have been made based on county wide evaluation of service needs. A new General Services clothing policy has resulted in reduced costs for clothing purchases. A review of phone plans and services have resulted in overall savings.

### **DESCRIPTION OF SERVICES**

The Stormwater Division addresses both the need to move stormwater runoff away from public roadways, off property, and into collection systems and the need to improve water quality and protect receiving streams. Activities are driven, in part, by State and Federal mandates.

### **OBJECTIVES**

1. Ensure that the collection of stormwater runoff and control of stormwater adequately protects the health, safety and welfare of the citizens;
2. Restore streams degraded by stormwater runoff from development, in accordance with the adopted watershed management plans;
3. Repair the increasing number of problem stormwater pipes, inlets, ponds and other facilities installed within the community; and
4. Address environmental issues affecting stormwater infrastructure requirements and comply federal, state and local stormwater regulations.

### **BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$609,730	\$629,953	\$501,868
Operating	408,077	280,707	246,800
Capital	14,663	0	0
Total	<u>\$1,032,470</u>	<u>\$910,660</u>	<u>\$748,668</u>

### **PERSONNEL**

Full-time Personnel	8.5	8.5	6.5
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### **PERFORMANCE MEASURES**

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
% of Capital Projects on Budget, on Scope and on Schedule	N/A	N/A	80%	75%
% of Active Capital Projects Generated by Department Priority List	N/A	N/A	80%	75%

### **BUDGET COMMENTS**

This budget includes the elimination of a Secretary and an Inspector position that was tied to fee generation. These fees have dropped to an insignificant level based on the slowdown in development. The FY 2009 budget included carryforward funds from the Stormwater Utility in professional services which accounts for the large decrease when compared to FY 2010.

## **Grounds Maintenance**

## **General Operating Fund**

### **DESCRIPTION OF SERVICES**

To provide quality, timely maintenance, and landscaping services for all County and School grounds, trails, sidewalks, roadways and stormwater facilities.

### **OBJECTIVES**

1. **Grounds Maintenance** - Maintain public grounds in a quality, timely manner reflecting the pride of the community in its schools, facilities and roadways that provides a safe, pleasant environment for employees, citizens, and visitors.
2. **Parks Maintenance** - Maintain and improve parks and athletic facilities to provide a safe, pleasant environment for citizens' outdoor activities and optimum conditions for participants and spectators at all sports events.

### **BUDGET SUMMARY**

	<u>FY09 Adopted</u>	<u>FY10 Plan</u>	<u>FY10 Adopted</u>
Personnel	\$ 896,203	\$ 929,464	\$ 878,415
Operating	465,025	472,772	330,463
Capital	5,000	41,000	67,000
Billing of Joint Activities	(163,179)	(163,294)	(160,445)
Total	<u>\$1,203,049</u>	<u>\$1,279,942</u>	<u>\$1,115,433</u>

### **PERSONNEL**

Full-time Personnel	21	21	20
Part-time Personnel	1	1	1

### **PERFORMANCE MEASURES**

	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Projected</u>	<u>FY 10 Adopted</u>
% of Grounds Maintenance Job Orders Completed by Date Customer Requested	90%	95%	92%	93%

### **BUDGET COMMENTS**

In response to the Efficiency Study, this budget includes a proposal to eliminate one groundskeeper position and the outside contracting for groundskeeping service. A reassignment of staff from median crews and reduced mowing in low use areas of parks is proposed to meet current service needs.

**DESCRIPTION OF SERVICES**

To contribute to the efficient and effective delivery of County services by providing user agencies with safe, reliable, timely, and economical automotive transportation and related management/support services in a courteous and responsive manner, while conserving the value of the County's investment in its motor vehicle fleet.

**OBJECTIVES**

1. Provide timely and quality vehicle maintenance services to vehicles operated in support of the activities of County departments and related public agencies.
2. Pursue methods to reduce petroleum fuel consumption in County fleet.

**BUDGET SUMMARY**

	<u>FY09 Adopted</u>	<u>FY10 Plan</u>	<u>FY10 Adopted</u>
Personnel	\$534,898	\$551,173	\$476,166
Operating	132,680	99,819	88,444
Capital	10,250	1,000	0
Other	150,165	167,924	149,924
Total	<u>\$827,993</u>	<u>\$819,916</u>	<u>\$714,534</u>

**PERSONNEL**

Full-time Personnel	8	8	7
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**PERFORMANCE MEASURES**

	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Projected</u>	<u>FY 10 Adopted</u>
Number of Work Orders Completed	2,843	2,864	2,898	2,800
% of Work Orders Completed within 72 hours	74%	74%	63%	60%

**BUDGET COMMENTS**

This budget reflects the elimination of one position and restructuring of other fleet positions to more efficiently deliver service. Funding for building maintenance returns to normal funding levels since special project work was completed in the previous year. A revised General Services clothing policy has resulted in reduced costs for clothing purchase and rental. Scheduled maintenance periods have been expanded, due to new maintenance standards to allow more timely response to problems with vehicles.

## Mosquito Control

## General Operating Fund

### DESCRIPTION OF SERVICES

To promote the health, safety, and welfare of County residents and visitors through a program of integrated pest management practices to control populations of indigenous mosquitoes that may become a nuisance or a threat to health.

### OBJECTIVES

1. Assess predominant mosquito populations in James City County that contribute to nuisance/health threat to humans.
2. Use a range of preemptive/reactive abatement techniques whereby mosquito populations may be inhibited/mitigated relative to established tolerance levels.

### BUDGET SUMMARY

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$85,699	\$87,687	\$0
Operating	1,117	15,762	0
Total	<u>\$86,816</u>	<u>\$103,449</u>	<u>\$0</u>

### PERSONNEL

Full-time Personnel	1	1	0
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### PERFORMANCE MEASURES

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
Adulticide Applied (gallons)	320	80	0	0
Larvacide Applied (gallons)	75	8	0	0
Service Visits	50	18	0	0

### BUDGET COMMENTS

Beginning in 2009, the James City County Mosquito Program eliminated mosquito spraying and other treatments as either a regular part of its control program or in response to citizen complaints about mosquitoes. This change reflects cost considerations during challenging economic times and a recognition that pesticide applications result in limited control of mosquito activity overall. The program will instead rely on increased public outreach and education. The County will retain the capacity to conduct mosquito abatement treatments, both larvicing and adulticiding, in order to be able to respond to extreme conditions, as appropriate. The Program will continue to operate within the Department of General Services utilizing staff from both Grounds and Stormwater.

**DESCRIPTION OF SERVICES**

To provide refuse disposal, collection, and recycling activities in compliance with local, State, and Federal regulations.

**OBJECTIVES**

1. Provide convenient, controlled solid waste collection for refuse and recyclables to County residents not served by curbside collection.
2. Ensure closed landfill complies with State and Federal Regulations.
3. Maintain County's household recycling program.
4. Manage the County's efforts to reduce greenhouse gas emissions.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$ 391,737	\$ 403,105	\$ 392,216
Operating	535,022	560,747	429,573
Capital/Recycling	798,575	836,005	836,005
User Fees	(294,960)	(294,960)	(295,325)
Total	<u>\$1,430,374</u>	<u>\$1,504,897</u>	<u>\$1,362,469</u>

**PERSONNEL**

Full-time Personnel	7	7	7
Part-time Personnel	2	2	2

**PERFORMANCE MEASURES**

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
Tons of white goods and scrap metal recycled	574	398	208	325
% of Households in Curbside Recycling	89%	90%	98%	98%
Tons of Household Recycling	5,548	6,412	6,800	6,800

**BUDGET COMMENTS**

This budget includes the elimination of the curbside leaf collection program. A revised program would allow residents to bring their bagged leaves to the Jolly Pond Convenience Center free of charge for a designated period of time. The County would then pay for the transport and disposal of the leaves. FY 2009 included funding for new landfill monitoring wells under contractual services, while FY 2010 includes funding for regular Landfill monitoring costs.

**DESCRIPTION OF SERVICES**

To employ electronic automation to manage and to help employees manage information in the form of images, text, video, and voice. This includes production and management of standard and text-based active documentation (electronic or paper), timely access to and preservation of County records in all forms, and the management of voice and related network telecommunications.

**OBJECTIVES**

1. **Publications Management (PM)** - Continue to improve service levels to user departments and agencies by providing quality documents in a specified time frame.
2. **Records Management (RM)** - Maintain vital County records to help departments implement effective and economical records management.
3. **Telecommunications Management (TM)** - Support improvements in James City County internal communications and telecommunications service to citizens.
4. **Information Technology (IT)** - Continue development of distributed data processing at major County service centers providing for more effective use of information resources through networks, on-site computers, software, and employees trained in its use. Furnish distributed and central computing services, on both the client and the server sides, in the most cost-effective manner.

<b>BUDGET SUMMARY</b>	FY09	FY10	FY10
	Adopted	Plan	Adopted
Personnel	\$1,637,283	\$1,684,934	\$1,606,354
Operating	573,542	581,500	561,743
Capital	121,000	123,000	123,000
Billing to Users	(261,905)	(265,615)	(264,602)
Total	<u>\$2,069,920</u>	<u>\$2,123,819</u>	<u>\$2,026,495</u>

**PERSONNEL**

Full-time Personnel	21	21	21
Part-time Personnel	1	1	0

**PERFORMANCE MEASURES**

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
PM - Documents Managed	N/A	5,840	6,098	6,498
RM - Documents Scanned/Inspected/Filmed	462,371	215,326	436,164	312,687
TM - Requests & Programming Completed	441	494	488	485
IT - Help Desk Requests	3,907	3,734	3,925	3,975

**BUDGET COMMENTS**

This budget includes the elimination of one part time Publications Specialist.

## **Development Management**

## **General Operating Fund**

### **DESCRIPTION OF SERVICES**

To assist in the creation and achievement of community goals and visions; to manage the related development activities in a way that focuses towards the achievement of those goals and visions.

### **OBJECTIVES**

1. Coordinate and manage growth in a way that will allow future generations to live in and enjoy the natural and man made environment of James City County.
2. Coordinate the necessary resources to allow the department's divisions to achieve their goals.
3. Enhance customer service in the delivery of Development Management services.

### **BUDGET SUMMARY**

	<u>FY09 Adopted</u>	<u>FY10 Plan</u>	<u>FY10 Adopted</u>
Personnel	\$215,581	\$222,138	\$218,341
Operating	66,114	80,683	19,543
Total	<u>\$281,695</u>	<u>\$302,821</u>	<u>\$237,884</u>

### **PERSONNEL**

Full-time Personnel	2.5	2.5	2.5
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### **PERFORMANCE MEASURES**

	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Projected</u>	<u>FY 10 Adopted</u>
Target properties on the Open Space Priority List for intensified acquisition efforts	N/A	6	4	2

### **BUDGET COMMENTS**

This budget includes the elimination of funding for the Virginia Tech Turf Love contract.

## Planning and Zoning

## General Operating Fund

### DESCRIPTION OF SERVICES

To provide analysis and planning of public facilities, utilities, transportation, and land use.

### OBJECTIVES

1. Continue implementing programs and strategies of the Comprehensive Plan.
2. Provide quality customer service and opportunities for effective citizen participation.
3. Continue implementing the strategies identified in the County's Strategic Plan.
4. Provide for the effective and efficient review of proposals.
5. Support the informational needs of internal and external agencies for programs related to the efficient planning of the County.

### BUDGET SUMMARY

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$1,348,536	\$1,404,266	\$1,220,091
Operating	117,060	197,190	155,023
Total	<u>\$1,465,596</u>	<u>\$1,601,456</u>	<u>\$1,375,114</u>

### PERSONNEL

Full-time Personnel	19.5	19.5	17.5
Part-time Personnel	0	0	1

### PERFORMANCE MEASURES

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
% of site plan and subdivision applications responded to within the 30 day comment time period	N/A	92%	100%	85%
% of violations resolved within six months of initial violation	N/A	94%	74%	80%
% of building permits returned to Code Compliance within 5 days of receipt	N/A	100%	100%	100%

### BUDGET COMMENTS

This budget includes the change of a position from full time to part time status and the elimination of a Zoning Officer position. Funding is included for consultant services in FY 2010 to support amendments resulting from the 2008 Comprehensive Plan.

## **Environmental Division**

## **General Operating Fund**

### **DESCRIPTION OF SERVICES**

To protect James City County's natural resources through effective management of public and private land development activities.

### **OBJECTIVES**

1. Preserve the County's natural water resources through enforcement of erosion and sediment control practices and stormwater management controls.
2. Provide effective management of wetlands and other environmental resources.

### **BUDGET SUMMARY**

	<u>FY09 Adopted</u>	<u>FY10 Plan</u>	<u>FY10 Adopted</u>
Personnel	\$1,073,293	\$1,116,315	\$1,005,879
Operating	97,980	101,980	46,474
Total	<u>\$1,171,273</u>	<u>\$1,218,295</u>	<u>\$1,052,353</u>

### **PERSONNEL**

Full-time Personnel	15	15	14
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### **PERFORMANCE MEASURES**

	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Projected</u>	<u>FY 10 Adopted</u>
Percentage of Erosion & Sediment, Drainage and Stormwater Plans Reviewed within 30 Days of Receipt	82%	80%	93%	85%
Percentage of Erosion & Sediment, Drainage and Stormwater Plans Reviewed within 21 Days of Receipt	71%	59%	75%	75%

### **BUDGET COMMENTS**

A full time Environmental Inspector position has been eliminated in this budget. Funding is also reduced for contractual services that was used for outsourcing review of development plans.

**DESCRIPTION OF SERVICES**

To protect the health, safety, welfare, and property of James City County residents through Code Administration and Enforcement programs.

**OBJECTIVES**

Assure the safety of new construction in the County by administering and enforcing the provisions of the Uniform Statewide Building Code.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$1,188,699	\$1,222,896	\$977,660
Operating	80,518	88,693	64,297
Capital	1,650	28,374	0
Total	<u>\$1,270,867</u>	<u>\$1,339,963</u>	<u>\$1,041,957</u>

**PERSONNEL**

Full-time Personnel	19	19	15
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**PERFORMANCE MEASURES**

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
Inspections Performed	37,345	37,921	28,882	27,000
Building Permits Issued	10,950	8,380	6,974	6,400
% of Residential Plans Returned within 5 working days	82%	92%	93%	93%

**BUDGET COMMENTS**

This budget includes four eliminated positions including two Inspectors, one Plans Examiner and one Permit Technician due to the slowdown in the housing industry.

**DESCRIPTION OF SERVICES**

This activity provides for local contributions to the various Courts. Probation and Juvenile services activities are also included. All are State or regional activities primarily supported with State and Federal financial assistance.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
City/County Court Services Unit	\$ 89,156	\$ 93,547	\$ 88,750
Circuit Court	123,196	123,633	122,137
General District Court	38,566	39,698	45,676
Colonial Community Corrections	34,470	34,470	34,470
Juvenile and Domestic Court	24,038	25,288	24,739
9th Judicial District Court Services	8,472	8,672	8,774
Magistrates	4,975	4,975	2,000
Total	<u>\$322,873</u>	<u>\$330,283</u>	<u>\$326,546</u>

**PERSONNEL**

Full-time Personnel	2	2	2
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**BUDGET COMMENTS**

The City of Williamsburg contributes 17.7 percent per the Courthouse agreement to the Juvenile and Domestic Relations Court; the General District Court; the Circuit Court with two locally funded positions are included in this budget, and a 50/50 split for the Magistrates and the Court Services Unit. The 9th Judicial District Court Services office expenses are shared equally by eleven jurisdictions.

The Court Services Building was privately constructed adjacent to the new Courthouse in FY 2002. The County has entered into a lease agreement and the building houses the 9th Judicial District Court Services, City/County Court Services Unit, Mediation Services, and Colonial Community Corrections. In FY 2010, all costs associated with this building are charged to its users. While most of these Courts see decreases in local funding, the General District Court is increased to allow for increased funding of court appointed attorneys.

**Courthouse****General Operating Fund****DESCRIPTION OF SERVICES**

This activity accounts for the costs of operating the 71,661-square-foot City/County Courthouse off Monticello Avenue. The Courthouse includes the Circuit Court, District Court, Juvenile and Domestic Relations Court, Sheriff, Clerk of the Courts, and Commonwealth's Attorney.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$131,981	\$136,034	\$120,698
Operating	386,087	427,983	389,087
Received from Williamsburg	(103,096)	(103,842)	(90,220)
Total	<u>\$414,972</u>	<u>\$460,175</u>	<u>\$419,565</u>

**PERSONNEL**

Full-time Personnel	2	2	2
Part-time Personnel	1	1	1

**BUDGET COMMENTS**

The County is the fiscal agent for the Courthouse and the City will pay for 17.7 percent of the operating costs under the terms of the contract. This budget shows a slight increase which is due to the percentage change in funding with the City.

**DESCRIPTION OF SERVICES**

The Clerk of the Circuit Court maintains all legal records of the County and assists the Judge of the Circuit Court in carrying out court-associated responsibilities. The position is an elected Constitutional Officer and the State Compensation Board sets salaries annually, which are paid out of fees. The City of Williamsburg also contributes a portion of the budget.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$665,371	\$681,839	\$662,338
Operating	79,382	82,882	62,072
Local Aid to State Gov't	17,377	17,162	17,162
Received from Williamsburg	0	0	(14,325)
<b>PERSONNEL Total</b>	<b>\$762,130</b>	<b>\$781,883</b>	<b>\$727,247</b>
Full-time Personnel	12	12	12
Part-time Personnel	2	2	2

**PERFORMANCE MEASURES**

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
Deed Book Recordings	39,812	37,265	32,726	34,500
Civil Cases	802	851	792	800
Criminal Cases	1,398	1,422	1,498	1,475

**BUDGET COMMENTS**

Salaries have been reduced to reflect the State eliminating raises in FY 2009 and FY 2010. Juror payments have been reduced to reflect actual spending. The Clerk's Office produces excess fees, which the State has changed from two-thirds to one-third to be retained by the County and are shown in revenue. This has resulted in the City sharing the net cost of the office.

**MEMO**Net County Funding:

	FY09 Adopted	FY10 Plan	FY10 Adopted
Total Budget	\$762,130	\$781,883	\$727,247
State/Other Revenue	(991,164)	(1,016,164)	(660,637)
<b>Net County Funding</b>	<b><u>\$(229,034)</u></b>	<b><u>\$(234,281)</u></b>	<b><u>\$66,610</u></b>

**DESCRIPTION OF SERVICES**

The Commonwealth's Attorney is an elected Constitutional Officer who is responsible for the prosecution of all violations of State law in the County and the City of Williamsburg. Special emphasis over the last few years has been to aid victims/witnesses through the legal process by better educating them about the court processes and keeping them up-to-date and consistently informed on their cases to make the process as easy on them as possible. The County and City supplement the State-approved budget of this office for both salaries and office expenses.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$757,421	\$776,793	\$751,646
Operating	69,385	71,985	66,963
Local Aid to State Gov't	21,644	21,377	21,377
Received from Williamsburg	(52,333)	(55,888)	(50,054)
Total	<u>\$796,117</u>	<u>\$814,267</u>	<u>\$789,932</u>

**PERSONNEL**

Full-time Personnel	9	9	9
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**BUDGET COMMENTS**

The City of Williamsburg will pay 17.7 percent of the local cost of this Operating Budget, based on the Courthouse agreement. Equipment maintenance is reduced due to recently purchased computers.

**PERFORMANCE MEASURES**

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
Number of cases prosecutors handle per year	2,712	3,468	3,948	4,461
Number of victims served by Victim Assistance per year	464	599	616	635
Number of hours of education provided per year	13	125	106	60

**MEMO**Net County Funding:

	FY09 Adopted	FY10 Plan	FY10 Adopted
Total Budget	\$848,450	\$870,155	\$839,986
State/Other Revenue	(601,834)	(605,389)	(605,247)
Net County Funding	<u>\$246,616</u>	<u>\$264,766</u>	<u>\$234,739</u>

**Fire Department****General Operating Fund****DESCRIPTION OF SERVICES**

To provide fire protection, prevention services, and other emergency services to the citizens and visitors of James City County.

**OBJECTIVES**

1. Provide for the safe and efficient control of fires and other emergencies.
2. Provide for code enforcement, fire investigation, and public safety education of school-age children.
3. Provide for the training and education of Fire Department personnel.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$6,509,208	\$6,885,823	\$6,462,984
Operating	422,586	491,956	418,301
Capital	28,363	146,897	110,875
Total	<u>\$6,960,157</u>	<u>\$7,524,676</u>	<u>\$6,992,160</u>

**PERSONNEL**

Full-time Personnel	86	89	86
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**PERFORMANCE MEASURES**

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
Calls for Emergency Services	8,654	8,426	8,250	8,300
Structure Fires Responded	133	118	115	120
Avg. Response for Incidents (min/sec.)	5:55	4:58	5:47	5:47

**BUDGET COMMENTS**

This budget reflects the change of a uniformed District Chief to a civilian position. Three planned firefighter positions are not funded in FY 2010. Equipment maintenance and replacements delayed from FY 2009 are funded in FY 2010, resulting in an overall modest increase in funding.

**DESCRIPTION OF SERVICES**

To provide a system of basic and advanced pre-hospital life support of sick and injured persons.

**OBJECTIVES**

1. Deliver comprehensive emergency medical services in a timely manner to mitigate life-threatening injuries or illnesses.
2. Improve staff technical and practical skills, abilities, and knowledge through educational and training opportunities.
3. Provide public outreach, education, and information programs to all citizens.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$1,975,255	\$2,032,802	\$1,967,895
Operating	202,305	229,410	213,623
Capital	18,592	52,000	31,000
Other	(18,600)	(18,600)	(5,000)
Total	<u>\$2,177,552</u>	<u>\$2,295,612</u>	<u>\$2,207,518</u>

**PERSONNEL**

Full-time Personnel	25	25	25
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**PERFORMANCE MEASURES**

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
Calls for Response	5,219	5,143	5,335	5,400
Avg. Response for Incidents (min/sec.)	5:44	5:48	5:32	5:32
Patients Treated	4,860	4,723	5,010	5,100

**BUDGET COMMENTS**

Equipment maintenance and replacements, along with training initiatives that were delayed in FY 2009 are funded in FY 2010 resulting in an overall modest increase in funding to this division.

**DESCRIPTION OF SERVICES**

Perform duties and fulfill responsibilities of enforcing the law, preserving the peace, and providing police services so that it improves the quality of life for all citizens within our jurisdiction.

**OBJECTIVES**

1. Provide effective law enforcement services to the citizens and visitors of James City County, while responding to all calls for service.
2. Maximize clearance rates for victims of all reported crimes.
3. Utilize a community policing oriented approach to crime prevention and drug abuse prevention.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$6,829,561	\$7,329,292	\$7,050,154
Operating	829,834	907,403	780,526
Capital	566,567	350,815	174,990
Total	<u>\$8,225,962</u>	<u>\$8,587,510</u>	<u>\$8,005,670</u>

**PERSONNEL**

Full-time Personnel	97	100	98
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**PERFORMANCE MEASURES**

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
Response time to high priority calls	7:11	6:54	6:27	<8:00
% Crimes against persons cleared	80.5%	79.2%	50%	>50%
% Property crimes cleared	31.9%	30.1%	30.1%	>16%

**BUDGET COMMENTS**

This budget includes funding for the Crime Analyst position that had been previously funded for the past four years by grant funds and funding for anticipated career ladder advancements. Three officers planned for funding in FY 2010 are not included in the proposal. It is hoped that the County will be able to tap into the COPS programs stimulus funds for these positions. Fuel costs have been lowered to reflect a lower per gallon rate and the impacts of new fuel efficient policies implemented by the department. Overall capital expenses are lower in FY 2010 due a significant number of replacement vehicles in FY 2009 versus a more modest number in FY 2010 per the replacement schedule. One administrative replacement vehicle has been eliminated.

**DESCRIPTION OF SERVICES**

To perform duties and fulfill responsibilities of enforcing animal laws. To protect citizens, property, and domestic animals from harm.

**OBJECTIVES**

1. Reduce repeat nuisance complaints.
2. Provide a safe and humane facility.
3. Carry out a program of rabies prevention through enforcement and education.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$161,819	\$162,162	\$144,019
Operating	57,754	59,559	55,657
Capital	1,600	600	500
Billing to Users	(18,000)	(18,000)	(18,000)
Total	<u>\$203,173</u>	<u>\$204,321</u>	<u>\$182,176</u>

**PERSONNEL**

Full-time Personnel	3	3	2
Part-time Personnel	0	0	1

**PERFORMANCE MEASURES**

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
Requests for Service	2,697	2,837	2,800	2,800
Animals Impounded	491	625	600	625
% Dog license compliance - New measure	N/A	N/A	97.3%	>75%

**BUDGET COMMENTS**

This budget reduces one full time officer to part time status and provides for level funding for an estimated share of expenses for the Heritage Humane Society, based on the County's contract for shared space.

**DESCRIPTION OF SERVICES**

The Sheriff is an elected Constitutional Officer who is charged with responsibilities for courtroom security, transportation of juveniles to and from court, and civil processing services. The State Compensation Board reimburses salaries and a portion of fringe benefits. The City of Williamsburg also contributes a portion of the budget.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$1,155,221	\$1,192,471	\$1,170,072
Operating	117,905	120,144	131,144
Capital	8,600	28,800	3,800
Local Aid to State Gov't	28,431	28,079	28,079
Received from Williamsburg	(76,067)	(85,677)	(74,518)
<b>Total</b>	<b>\$1,234,090</b>	<b>\$1,283,817</b>	<b>\$1,258,577</b>

**PERSONNEL**

Full-time Personnel	18	18	18
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**PERFORMANCE MEASURES**

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
Civil Process	24,624	26,627	26,868	26,900
Staff Days - Court Days	1,202/609	1,300/628	1,337/609	1,300/620
Inmate Holdings Court - Adult and Juvenile	2,124	2,164	2,234	2,200

**BUDGET COMMENTS**

This budget continues to provide for three locally funded Deputy positions, in addition to pay supplements beyond what the State of Virginia reimburses. The City of Williamsburg pays for 17.7 percent of the local cost of this Office. The Sheriff also generates other court-related fees to help reduce overall local funding. Motor fuels have been adjusted to reflect a lower per gallon rate and contractual services have been increased to reflect the increase in background checks for concealed weapon permits. The increase to the radio maintenance account is a technical adjustment based on actual units used.

**MEMO**Net County Funding:

	FY09 Adopted	FY10 Plan	FY10 Adopted
Total Budget	\$ 1,310,157	\$ 1,369,494	\$ 1,333,095
State/Other Revenue	\$ (947,860)	\$ (957,470)	\$ (986,457)
<b>Net County Funding</b>	<b>\$ 362,297</b>	<b>\$ 412,024</b>	<b>\$ 346,638</b>

**DESCRIPTION OF SERVICES**

To provide disaster planning and response, and coordinate the emergency management functions for James City County.

**OBJECTIVES**

Test and evaluate emergency activation system for all citizens, visitors, and employees of James City County.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$ 146,752	\$ 151,863	\$143,734
Operating	107,875	125,773	111,489
Capital	6,000	6,000	0
Total	<u>\$260,627</u>	<u>\$283,636</u>	<u>\$255,223</u>

**PERSONNEL**

Full-time Personnel	2	2	2
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**PERFORMANCE MEASURES**

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
Drills/Test of Emergency System	6	36	36	22
Educational Presentations	6	10	12	10
Employee Workshops	12	10	10	10

**BUDGET COMMENTS**

Included in the FY 2010 budget is funding for a Hazard Mitigation Plan update. Funding for out of state training has been eliminated. Food supplies is returned to its normal level for EOC operations during emergency events. Capital upgrades for the EOC will be funded from grant sources.

**Emergency Communications****General Operating Fund****DESCRIPTION OF SERVICES**

To receive and dispatch emergency calls for assistance to Police, Fire, and other public service agencies.

**OBJECTIVES**

Process all calls for service in a quick and efficient manner.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$1,716,262	\$1,819,993	\$1,706,696
Operating	1,202,617	1,300,418	1,190,697
Capital	6,568	32,100	29,100
Credits/Other	(392,557)	(399,058)	(400,057)
Total	<u>\$2,532,890</u>	<u>\$2,753,453</u>	<u>\$2,526,436</u>

**PERSONNEL**

Full-time Personnel	27	28	27
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**PERFORMANCE MEASURES**

	FY 07 Actual	FY 08 Actual	FY 09 Projected	FY 10 Adopted
Emergency Calls Dispatched	46,000	46,500	46,454	47,000
E-911 Calls Received	23,400	24,000	24,500	26,000
911 Wireless Calls Received	13,300	13,579	15,014	15,900

**BUDGET COMMENTS**

This budget reflects the radio maintenance contract and the associated charges to outside agencies who participate in the regional radio system. An Emergency Communications Officer position that was planned for FY 2010 is not funded. This budget also reflects actual expenses incurred for telephone charges.

## **Community Services**

## **General Operating Fund**

### **DESCRIPTION OF SERVICES**

The Department of Community Services provides coordination and oversight to the various Human Services functions of the County including:

- Social Services
- Parks and Recreation
- Housing and Community Development

The Department also partners with a wide range of community-based organizations, such as the Historic Triangle Senior Center, the Community Services Board, Community Action Agency, and Olde Towne Medical Center that support its mission of promoting self-reliance, prevention, promoting healthy lifestyles, and meeting basic human needs.

### **OBJECTIVES**

1. Promote self-sufficiency and independent living for at-risk populations to improve their quality of life.
2. Promote substance abuse prevention and treatment to stabilize families.
3. Increase coordination of youth programs and services to improve access to services.
4. Promote family involvement to increase parental involvement in the lives of children.
5. Preserve the diverse and natural environmental resources of the County to protect the character of the community.

### **BUDGET SUMMARY**

	<u>FY09 Adopted</u>	<u>FY10 Plan</u>	<u>FY10 Adopted</u>
Personnel	\$311,933	\$319,675	\$316,520
Operating	21,940	23,490	16,465
Capital	12,927	0	0
<b>Total</b>	<b>\$346,800</b>	<b>\$343,165</b>	<b>\$332,985</b>

#### **PERSONNEL**

Full-time Personnel	3	3	3
Part-time Personnel	1	1	1

#### **PERFORMANCE MEASURES**

	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Projected</u>	<u>FY 10 Adopted</u>
Cumulative # of acres preserved	361	361	470	570
Dollar amount of grants awarded	N/A	\$15,251,010	\$13,000,000	\$13,000,000

### **BUDGET COMMENTS**

This budget reflects cost savings achieved from revised phone plans, organizational efficiencies and increased use of technology. A vehicle replaced in FY 2009 creates a large decrease in funding in FY 2010.

## Parks and Recreation

## General Operating Fund

### **DESCRIPTION OF SERVICES**

The Parks and Recreation Division works in partnership with citizens to ensure responsive facilities and open space, which promote personal growth, social development, and healthy lifestyles.

### **OBJECTIVE**

The Division strives to: provide adequate recreation open space; to plan and develop diversified park facilities based on public demand; to provide safe, accessible, and affordable recreation programs and services based on identified community needs; and to provide support services to the functional units, which offer direct programs and services to the residents of James City County.

### **BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Personnel	\$4,687,320	\$4,801,881	\$4,595,078
Operating	1,137,814	1,227,797	1,053,339
Capital	95,333	101,384	63,585
Total	<u>\$5,920,467</u>	<u>\$6,131,062</u>	<u>\$5,712,002</u>

### **PERSONNEL**

Full-time Personnel	54	54	53
Part-time Personnel	29	29	23

### **PERFORMANCE MEASURES**

	FY 07 <u>Actual</u>	FY 08 <u>Actual</u>	FY 09 <u>Projected</u>	FY 10 <u>Adopted</u>
% of Customer Satisfaction Ratings on Cards and Surveys Returned	88%	92%	95%	95%
% of Programs Offered and Filled	94%	93%	91%	94%
Division Revenue Recovery Rate	47%	45%	42%	42%

**BUDGET COMMENTS**

Reductions in spending include the elimination of a full time Customer Assistant and a Park & Greenway Planner position. Six part time positions and a variety of temporary hours have been eliminated. A reevaluation of middle school programs has resulted in the merging of the Middle School After School program with the Beyond the Bell Program. The Middle School After School program serves the most youth in this age category at the least expense. Participants in the Beyond the Bell program, a middle school after school program held at the Community Centers focused on at-risk youth, can be served in this new Middle School After School program beginning July 1, 2009. The emphasis of this new program will be homework, good citizenship and recreation. This merger has resulted in transfer of two positions from the Social Services budget and the elimination of a Senior Recreation Leader. Operating expenditures have been reduced 7.4%. Some recreation fees have been increased as referenced on page B-11.

**MEMO**Net County Funding:

	FY09 Adopted	FY10 Plan	FY10 Adopted
Total Budget	\$ 5,920,467	\$ 6,131,062	\$ 5,712,002
Recreation User Fees	<u>(2,594,036)</u>	<u>(2,644,036)</u>	<u>(2,649,675)</u>
Net County Funding	\$ <u>3,326,431</u>	\$ <u>3,487,026</u>	\$ <u>3,062,327</u>

## Contributions - Other Outside Agencies

## General Operating Fund

### ***DESCRIPTION OF SERVICES***

This budget provides for the County's contribution to a number of non-County agencies. Some of these agencies provide services that the County itself would have to assume if the agency were not in place, while others are either mandated by the State or are regional activities.

### ***BUDGET SUMMARY***

#### **From Room Tax Proceeds:**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Williamsburg Convention/Visitors Bureau - \$2 tax	\$ 850,000	\$ 850,000	\$ 700,000
Williamsburg Area Chamber and Tourism Alliance	1,000,000	1,110,000	975,000
Historic Triangle Regional Collaborative	10,000	0	7,000
Jamestown-Yorktown Foundation	165,000	165,000	150,000
Association for the Preservation of Virginia	112,000	112,000	100,000
Regional Air Service Enhancement Fund	13,000	13,000	13,000
Tourism Enhancement Grants	0	150,000	0
Hampton Roads Film Office	5,000	5,000	0
Virginia Arts Festival	15,000	15,000	15,000
	<u>\$ 2,170,000</u>	<u>\$ 2,420,000</u>	<u>\$ 1,960,000</u>

#### **Community Services Agencies:**

Community Action Agency (CAA)	\$ 102,720	\$ 102,720	\$ 102,720
Historic Triangle Substance Abuse Coalition	0	0	4,000
AVALON Task Force for Battered Women	55,000	55,000	49,500
Housing Partnership, Inc.	60,000	60,000	60,000
Historic Triangle Senior Center	60,500	60,500	54,450
Child Development Resources (CDR)	9,885	9,885	8,896
Hospice of Williamsburg	21,840	21,840	9,828
United Way of Greater Williamsburg	19,000	19,000	19,000
Court-Appointed Special Advocates (CASA)	19,000	19,000	17,100
Big Brothers/Big Sisters	15,508	15,508	13,957
Newport News Subregional Library	7,680	7,680	0
Peninsula Agency on Aging	9,457	9,457	8,511
Homeless Support	25,000	25,000	0
Peninsula Center - Independent Living	5,000	5,000	4,500
Williamsburg AIDS Network	7,000	7,000	6,300
Williamsburg Meals on Wheels	7,350	7,350	7,350
Historic Triangle Community Services Center	10,000	10,000	15,000
Rita Welsh Adult Skills Program	4,000	4,000	3,600
Senior Services Coalition	6,000	6,000	0
Bacon Street - Legacy	44,848	44,848	25,000
Williamsburg Faith in Action	17,500	17,500	17,500
	<u>\$ 507,288</u>	<u>\$ 507,288</u>	<u>\$ 427,212</u>

#### **Business and Regional Associations:**

Hampton Roads Military & Fed Facilities Alliance	\$ 28,771	\$ 28,771	\$ 29,818
Hampton Roads Economic Development Alliance	59,741	59,741	0
Peninsula Council for Workforce Development	28,306	28,306	28,306
Crossroads Group	15,000	15,000	5,000
Hampton Roads Partnership (HRP)	10,650	10,650	10,120
Small Business Development Center	5,000	5,000	0
Virginia High Speed Rail Development	5,000	5,000	2,500
James River Certified Development Corp.	3,250	3,250	0
Peninsula Chamber of Commerce	1,000	1,000	1,000
Commission on Homelessness	13,959	14,378	13,959
VecTech	5,000	5,000	0
	<u>\$ 175,677</u>	<u>\$ 176,096</u>	<u>\$ 90,703</u>

## Contributions - Other Outside Agencies

## General Operating Fund

### BUDGET SUMMARY, Continued

	FY09 Adopted	FY10 Plan	FY10 Adopted
<b>Educational/Environmental:</b>			
Thomas Nelson Community College	\$ 97,368	\$ 97,368	\$ 97,368
Hampton Roads Planning District Commission	97,015	97,015	100,694
Williamsburg Arts Commission	72,100	72,100	60,390
Colonial Soil & Water Conservation District	17,640	17,640	8,820
Jamestown 4-H Center	5,000	5,000	4,500
Williamsburg Land Conservancy	5,000	5,000	5,000
	<u>\$ 294,123</u>	<u>\$ 294,123</u>	<u>\$ 276,772</u>
<b>Public Safety:</b>			
JCC Volunteer Rescue Squad	74,380	74,380	74,380
James City - Bruton Volunteer Fire Department	90,750	90,750	92,750
Peninsula Emergency Medical Council	4,810	4,810	4,810
State Forestry Service	4,855	4,855	4,855
High School After Prom Events	1,500	1,500	1,500
Med Flight Program	300	300	300
	<u>\$ 176,595</u>	<u>\$ 176,595</u>	<u>\$ 178,595</u>
<b>Total</b>	<u><b>\$ 3,323,683</b></u>	<u><b>\$ 3,574,102</b></u>	<u><b>\$ 2,933,282</b></u>

### BUDGET COMMENTS

Room tax proceeds include 60 percent of the expected room tax receipts, specifically allocated to tourism. The majority of these proceeds are allocated to the Williamsburg Area Chamber and Tourism Alliance for marketing purposes. A reduction of room tax revenues is reflected in the decreased allocations for the remaining tourism programs and elimination of funding for the Hampton Roads Film Office.

Within **Community Services**, most agencies received either level or reduced funding. One new agency, Historic Triangle Substance Abuse Coalition is proposed to receive \$4,000 to provide direct substance abuse services in local schools and community programs. The Historic Triangle Community Services Building is proposed to receive a \$5,000 increase in funding to support infrastructure improvements of an aging facility. Funding for Homeless Support has been moved to the Social Services budget. Reduced funding and phase out is proposed for Bacon Street and Hospice. The Sub-Regional Library has closed and funding for the Senior Services Coalition has been eliminated as they do not provide direct service programming.

Within **Business and Regional**, the Hampton Roads Economic Development Alliance, Small Business Center and Virginia Electronic Commerce Technology Center are proposed to be funded through the Economic Development Authority.

**Nondepartmental****General Operating Fund****PURPOSE**

This budget provides funding for debt service payments, including bonds and lease-purchase agreements, for nonschool projects. It also provides for a contingency reserve to pay for needs caused by unforeseen events falling into three categories: 1) Catastrophic reserves, to provide limited emergency funds in the event of natural or man-made disasters; 2) Operational reserves, to provide additional funds for limited unexpected service needs; and 3) Revenue reserves, to provide limited funds to smooth fluctuations in revenues caused by changes in economic conditions. A negative contingency captures savings created by personnel turnover.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Debt Service	\$3,260,000	\$3,360,000	\$3,760,000
Contingency	384,152	572,845	913,780
Comprehensive/Master Plans	106,000	11,450	0
Personnel Contingency	(1,700,000)	(1,250,000)	(700,000)
<b>Contributions/Escrows:</b>			
VDOT Road Match	1,001,000	1,001,000	0
Economic Development Incentives	180,000	0	110,000
Matching Funds - Grants	120,000	350,000	200,000
Housing Development Fund	200,000	100,000	100,000
Local Aid to State Gov't	108,123	107,894	107,894
Peninsula Metropolitan YMCA	50,000	50,000	50,000
Total	<u>\$3,709,275</u>	<u>\$4,303,189</u>	<u>\$4,541,674</u>

**BUDGET COMMENTS**

Non school debt service requirements are increased due to lower interest rate earnings in the debt service fund and the need to fund debt service on the new Police Building. Contingency is budgeted at a much higher level than normal in FY 2010, in order to guard against the uncertainties of the present economy. Personnel contingency is returned to a normal amount to capture turnover savings. VDOT Road Match is eliminated as the State program has also been eliminated. Economic Development Incentives are funded for commitments for Enterprise Zone Grants and funding is provided in the Matching Funds-Grants account in hopes of acquiring stimulus funding for the COPS program. Also included is the amount that will be returned to the State of Virginia that is not allocated specifically to a department. This amount equals approximately 4.2 percent of the State's General Fund allocation for Aid to Localities.

## **Contribution to Capital Projects**

## **General Operating Fund**

### **PURPOSE**

The Board of Supervisors has adopted the practice of allocating a portion of Operating Revenues to the Capital Projects Budget. The practice is subject to annual review and possible revision by the Board.

### **BUDGET SUMMARY**

	<u>FY09 Adopted</u>	<u>FY10 Plan</u>	<u>FY10 Adopted</u>
Contribution to Capital Projects	<u>\$2,995,000</u>	<u>\$4,200,000</u>	<u>\$600,000</u>

### **BUDGET COMMENTS**

This budget provides for a portion of the funding for capital projects through a direct transfer from the General Fund to the Capital Projects Fund. The revenues and spending for capital projects are presented in Section D of this budget.

**Contribution to Williamsburg-James City  
County Schools****General Operating Fund*****DESCRIPTION OF SERVICES***

The Williamsburg-James City County Public Schools operates as an independent, consolidated school division. The Division operates 14 schools - eight elementary, three middle and three high schools. In August 2010, FY 2011, two additional schools are expected to open - the fourth middle school and the ninth elementary school. Funding is received from several sources - local appropriations, State and Federal funds and charges for certain services. This budget provides for James City County's share of the School Operating Budget and a contribution to Debt Service (repayment of borrowed funds, plus interest) relating to school facilities.

***BUDGET SUMMARY***

<b><u>Breakdown</u></b>	<b>FY 08 Adopted</b>	<b>FY 09 Adopted</b>	<b>Percent Change</b>	<b>FY 10 Adopted</b>	<b>Percent Change</b>
Local Contribution	\$ 74,198,285	\$ 74,694,700	6.7	\$ 74,394,700	(0.4)
Debt Service	17,191,116	18,570,000	8.0	20,407,170	9.9
Salary/Fringes-Board	48,229	30,826	(36.1)	30,826	0.0
	<u>\$ 91,437,630</u>	<u>93,295,526</u>	<u>2.0</u>	<u>\$ 94,832,696</u>	<u>1.6</u>

***BUDGET COMMENTS***

The local contribution is made up of local revenues, including the State sales tax for education. The FY 2010 recommendation represents a 0.4% reduction from FY 2009 despite a 4.1% decline in local revenues.

The reduction in funding for the Salaries and Fringes for the five James City County School Board members is a "housekeeping" correction only, a better budget estimate.

The impacts of the debt service contributions are shown in Section F of this budget, page F-7. The increases shown here are necessary to cover the costs of both borrowing for the two new schools and reserving funds to offset expected operating increases to open the two new schools in FY 2011. The additional costs expected in FY 2011 will be offset by the savings realized when James Blair Middle School closes when the new middle school opens.

**Contribution to Williamsburg-James City  
County Schools****General Operating Fund**

County funding provides funding for a total school budget as follows:

<b><u>Breakdown</u></b>	<b>FY 08 Budget</b>	<b>FY 09 Budget</b>	<b>Percent Change</b>	<b>FY 10 Budget</b>	<b>Percent Change</b>
County	\$ 74,198,285	\$ 74,694,700	0.7%	\$ 74,394,700	-0.4%
City	7,123,816	7,010,288	-1.6%	6,973,232	-0.5%
	81,322,101	81,704,988	0.5%	81,367,932	-0.4%
Other	29,581,950	33,300,545	12.6%	32,565,778	-2.2%
	\$ 110,904,051	\$ 115,005,533	3.7%	\$ 113,933,710	-0.9%
Change-Previous Year		\$4,101,482		(\$1,071,823)	
Enrollment	10,137	10,248	1.1%	10,360	1.1%
Spending Per Pupil	\$10,941	\$11,222	2.6%	\$10,997	-2.0%

**BUDGET COMMENTS**

Revenues and expenditures for FY 2010 decline by less than 1%, despite the decline in revenues that have impacted the State, the County, and the City. The FY 2010 School budget includes more than \$2.5 million in Federal stimulus funds that the Commonwealth of Virginia used to partially offset a significant reduction in State Aid for Education. The challenge for the School Board and the governing bodies of both the City and County is that the \$2.5 million in Federal stimulus funding is one-time revenue.

The City and County have a school funding contract built on the respective share of enrollment in the joint school system. The City shares of funding of local revenues are:

FY 2008	8.76%
FY 2009	8.58%
FY 2010	8.57%

In addition to the operating budget funding planned for FY 2010, there are also proposed capital investments for school facilities:

FY 2010 Capital Investments (Section D of this budget)	\$8,330,198
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***DESCRIPTION OF SERVICES***

The Williamsburg Regional Library consists of two Mobile Library Services vehicles and two buildings - the James City County Library on Croaker Road and the Williamsburg Library on Scotland Street. The Library offers a wide range of materials for adults and children. In addition to books, the Library provides audio books on cassette and CD, feature and non-feature videos and DVDs, music CDs, and several specialty collections. The Library also provides access to numerous online computer resources. Librarians are available to assist users at our buildings and remotely via phone, E-mail, or instant messaging. The Mobile Library Services vehicles bring Library resources to community members who cannot access the Library buildings. The Library also provides a homebound service, delivering materials to those unable to take advantage of the Mobile Library Services vehicles. The Library offers an assortment of programs for children and adults, including story times, Library tours, computer classes, and book discussions. The Library hosts the acclaimed Dewey Decibel Concert Series, regular films, exhibits, and other events. The Williamsburg Library has three meeting rooms and a 268-seat theater; the James City County Library has two meeting rooms, a computer lab, and the 90-seat Kitzinger Community Room. Through formal partnerships with 26 local organizations, the Library extends its reach into the community, attracting new users and expanding access to Library services.

***BUDGET SUMMARY***

	<u>FY 09 Adopted</u>	<u>FY 10 Plan</u>	<u>FY 10 Adopted</u>
Regional Library System & Arts Center	\$ <u>6,383,624</u>	\$ <u>6,475,564</u>	\$ <u>6,365,337</u>

Total Regional Library System Budget:

	<u>FY 09 Adopted</u>	<u>FY 10 Plan</u>	<u>FY 10 Adopted</u>
County	\$ <u>4,492,457</u>	\$ <u>4,542,105</u>	\$ <u>4,492,457</u>
City	\$ <u>884,955</u>	\$ <u>884,955</u>	\$ <u>884,955</u>
Other	\$ <u>1,006,212</u>	\$ <u>1,048,504</u>	\$ <u>987,925</u>
Total	\$ <u>6,383,624</u>	\$ <u>6,475,564</u>	\$ <u>6,365,337</u>

***BUDGET COMMENTS***

The City of Williamsburg and the County have a contractual agreement for the operation of the system. The contract provides for Library employees to be covered under the County's personnel and pay plans. This budget provides for level County funding.

**Other Regional Entities****General Operating Fund*****DESCRIPTION OF SERVICES***

This activity provides for local contributions to regional entities that the County is a partner.

***BUDGET SUMMARY***

	FY09 Adopted	FY10 Plan	FY10 Adopted
Regional Jail	\$1,917,868	\$1,917,868	\$1,986,352
Regional Juvenile Detention Center	316,800	316,800	316,800
Williamsburg Area Transit Authority	481,158	484,045	481,158
Colonial Group Home Commission	333,554	333,554	333,554
	<u>\$3,049,380</u>	<u>\$3,052,267</u>	<u>\$3,117,864</u>

***BUDGET COMMENTS***

The County is a member of the Virginia Peninsula Regional Jail Authority, along with the Cities of Williamsburg and Poquoson, and the County of York. The spending is the expected cost of County prisoners. That cost will cover all local costs associated with the operations of the Regional Jail, as well as debt service for the facility.

The County is also a member of the Middle Peninsula Juvenile Detention Commission, along with seventeen other localities. This budget is based on the projected number of beds that the County will use over the next two years.

The Colonial Group Home Commission is a regional court alternative program that operates Crossroads, community supervision and electronic monitoring for juveniles.

The Williamsburg Area Transit Authority is now shown as a regional entity versus previous years where it was shown as a transfer to another fund.

**DESCRIPTION OF SERVICES**

Included in this service area is the County's contribution to the Peninsula Health District (PHD), a State agency with shared funding. The Department offers a wide range of preventive, diagnostic, and rehabilitative medical and health services to all County residents, regardless of age, sex, race, or income, whenever the need arises. Other clinical services provided by a not-for-profit corporation is the Williamsburg Area Medical Assistance Corporation (WAMAC). WAMAC is funded by local jurisdictions, the local hospital, local businesses, and the State Health Department. It is staffed by volunteer physicians and paid administrative and nursing staff. WAMAC focuses on family practice to low-income families who have no or limited access for their health care needs.

The Comprehensive Health Investment Program (CHIP) targets children, birth to age six, and assists in providing access to health care in the community.

The County also contributes funds to the Colonial Services Board, a regional agency that provides overall administration and coordination of mental health, mental retardation, and substance abuse programs for Williamsburg, James City County, York County, and Poquoson. Services include psychiatric evaluation and treatment, individual and group counseling, drug and alcohol abuse treatment, vocational workshops for the developmentally disabled, and special educational and rehabilitation programs for handicapped children. Local funding is shared according to an agreed, predetermined formula. Funding for administrative expenses is based on population, while programmatic funding is based 20 percent on population and 80 percent on current utilization figures.

**BUDGET SUMMARY**

	FY09 Adopted	FY10 Plan	FY10 Adopted
Colonial Services Board	\$ 854,795	\$ 854,795	\$ 854,795
Olde Towne Medical Center	350,000	350,000	315,000
Public Health Contribution	397,729	397,729	327,653
Comp Health Invest Program	56,745	58,169	51,070
Local Effort	3,600	4,000	3,600
	<u>\$1,662,869</u>	<u>\$1,664,693</u>	<u>\$1,552,118</u>

**BUDGET COMMENTS**

The funding for public health generally reflects the County's utilization of the regional Public Health Department and Williamsburg Area Medical Assistance Corporation (WAMAC). The funding for the Public Health Department is reduced in proportion to the overall State reduction in funding, based on formula.

## **Contributions to Other Funds**

## **General Operating Fund**

### **PURPOSE**

This budget records the County's contribution from the General Fund to the Community Development Fund, Special Projects Fund and the Social Services Fund.

### **BUDGET SUMMARY**

	<u>FY09 Adopted</u>	<u>FY10 Plan</u>	<u>FY10 Adopted</u>
Social Services	\$1,693,029	\$1,766,149	\$1,466,288
Special Projects/			
Comprehensive Services Act	217,426	217,426	217,426
Housing and			
Community Development	491,292	491,292	432,340
	<u>\$2,401,747</u>	<u>\$2,474,867</u>	<u>\$2,116,054</u>

### **BUDGET COMMENTS**

Program details may be found in the separate budgets for these activities found in Section F of this budget.

## **Capital Budget**

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<u>Page Number</u>	<u>Description</u>
D-1	Six Year Capital Improvement Plan
D-2	Capital Budget
	Capital Improvement
D-4	Non-Maintenance
D-5	Funding Assumptions
D-6	Schools
D-8	Other County
D-10	Funding Sources
D-11	Projected Operating Costs

## CAPITAL PROJECT DETAIL

### SIX-YEAR CAPITAL IMPROVEMENT PLAN

#### FUNDING SUMMARY

	<u>Page</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>Six Year TOTAL</u>
Bond Proceeds - New Debt	D-10	\$20,700,000	\$11,800,000	\$ 7,000,000	\$ 7,000,000	\$ -	\$ 4,968,000	\$ 51,468,000
Current Resources	D-10	7,130,000	802,079	200,000	200,000	200,000	200,000	8,732,079
Anticipated Revenue	D-10	1,389,698	2,400,000	5,322,016	7,090,975	7,777,970	8,691,920	32,672,579
<b>COUNTY</b>		<b>\$29,219,698</b>	<b>\$15,002,079</b>	<b>\$12,522,016</b>	<b>\$14,290,975</b>	<b>\$7,977,970</b>	<b>\$13,859,920</b>	<b>\$ 92,872,658</b>
JCSA Water & Sewer Utility Fees	E-9	2,183,500	1,685,000	1,686,000	1,683,000	1,686,000	1,685,000	10,608,500
		<b>\$31,403,198</b>	<b>\$16,687,079</b>	<b>\$14,208,016</b>	<b>\$15,973,975</b>	<b>\$9,663,970</b>	<b>\$15,544,920</b>	<b>\$103,481,158</b>

#### INVESTMENT SUMMARY

	<u>Page</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>Six Year TOTAL</u>
<b>SCHOOLS</b>								
New Public Facilities	D-4	\$ 3,418,568	\$ 561,288	\$ 1,168,275	\$ 654,204	\$ 587,457	\$ 5,315,756	\$ 11,705,548
Capital Maintenance	D-6	4,911,630	4,894,537	1,749,741	3,820,643	4,230,513	4,814,464	24,421,528
		<b>\$ 8,330,198</b>	<b>\$ 5,455,825</b>	<b>\$ 2,918,016</b>	<b>\$ 4,474,847</b>	<b>\$4,817,970</b>	<b>10,130,220</b>	<b>\$ 36,127,076</b>
<b>OTHER COUNTY</b>								
New Public Facilities	D-4	\$20,111,000	\$ 8,650,000	\$ 1,650,000	\$ 8,700,000	\$2,150,000	\$ 2,055,500	\$ 43,316,500
Capital Maintenance	D-8	778,500	896,254	7,954,000	1,116,128	1,010,000	1,674,200	13,429,082
		<b>\$20,889,500</b>	<b>\$ 9,546,254</b>	<b>\$ 9,604,000</b>	<b>\$ 9,816,128</b>	<b>\$3,160,000</b>	<b>\$ 3,729,700</b>	<b>\$ 56,745,582</b>
<b>COUNTY</b>		<b>\$29,219,698</b>	<b>\$15,002,079</b>	<b>\$12,522,016</b>	<b>\$14,290,975</b>	<b>\$7,977,970</b>	<b>\$13,859,920</b>	<b>\$ 92,872,658</b>
<b>JCSA</b>								
Capital Maintenance	E-12	2,183,500	1,685,000	1,686,000	1,683,000	1,686,000	1,685,000	10,608,500
		<b>\$31,403,198</b>	<b>\$16,687,079</b>	<b>\$14,208,016</b>	<b>\$15,973,975</b>	<b>\$9,663,970</b>	<b>\$15,544,920</b>	<b>\$103,481,158</b>

## Capital Budget

The James City County Capital Improvement Program (CIP) is a planning and budget tool, which provides information about the County's infrastructure needs for a six-year time frame. The first year of the CIP is the Capital Budget and this first year is actually the only year where funding sources are identified and appropriated to projects. The remaining five years of the CIP list the capital projects identified for implementation, the estimated cost and possible funding sources. Each year the list of projects is reviewed for need, cost, and priority. New projects may be added and other projects deleted.

Generally, Capital Improvements are defined as physical assets, constructed or purchased, that have a useful life of ten years or longer, a cost of \$50,000 or more, and result in a County asset. Projects that meet this definition of a capital improvement are included in this CIP, such as:

- a. New and expanded facilities for the community.
- b. Large scale rehabilitation or replacement of existing facilities.
- c. Equipment for any public facility or improvement when first erected or acquired.
- d. The cost of engineering or architectural studies and services relative to the improvement.
- e. The acquisition of land for a community facility such as a school, a park, or for greenspace or conservation purposes.

Funding for the purchase of vehicles or equipment is included in the CIP when they have expected lives of ten years or longer and a cost of \$50,000 or more.

**CAPITAL MAINTENANCE PROJECTS.** Included as a separate component of the Capital Improvement Program are certain items meeting the definition of Capital Improvements, but which could just as easily be classified as "maintenance," either of a facility or of a program. Roof repairs and replacement fire trucks are generally shown as "maintenance" projects. School buses, as an example, are budgeted differently depending upon whether they are new buses or are replacements.

**CAPITAL OUTLAY.** The CIP does not include items defined as Capital Outlay. These items, shown within the County's Operating Budget, include such things as furniture, equipment, vehicles, and motorized equipment needed to support the operation of the County's programs. Generally, a Capital Outlay item may be defined as an item valued in excess of \$1,000, but less than \$50,000. A Capital Outlay item would usually have a life expectancy of less than 10 years, but there are items, such as pieces of furniture, that will probably be in use for much longer.

Capital Outlay may also include minor construction projects and facility repairs. If these items can be combined into a project category that would be defined as a Capital Project, then the project would most likely be shown as a Capital Maintenance project.

**COMPREHENSIVE PLAN.** The County's CIP is developed and proposed within the context established by the County's adopted Comprehensive Plan. This Plan is evaluated annually and is the focus of a major review every five years. Components of the Plan include goals, objectives, and strategies in major subject areas such as economics, public facilities, parks and recreation, housing, environment, transportation, community character, and land use.

**PLANNING COMMISSION.** The County's Planning Commission annually reviews the Capital Improvement Program and ranks each non-maintenance project within the context of the adopted Comprehensive Plan. The Commission's Capital Improvement Program rankings are submitted separately to the Board of Supervisors.

## Capital Budget

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**STRATEGIC MANAGEMENT PLAN.** Each year County departments and agencies review and revise the Strategic Management Plan that inspire their annual goals, objectives, and work program initiatives for the coming year. Most of the budget impacts of an adopted Strategic Management Plan are in the Operating Budget, but a few items may end up in the CIP.

**PROJECT COSTS.** The projected costs of each capital project are sometimes the result of detailed engineering studies, and are sometimes simply educated guesses. The project costs to be funded in the CIP should include all costs relating to design, acquisition, construction, project management, equipment, legal expenses, mitigation of damages, title costs and other land related costs, etc., when such information is available. Each year the CIP may be adjusted as the complete project costs become more firmly known.

**FUNDING DECISIONS.** Funding recommendations by staff to the Board are made based on a variety of information. The total amount of money available, the level of developer contributions or other private funding sources, the availability of grants or Federal and State funds, and the availability of previously appropriated, and unobligated funds are all factors that are considered in recommending a funding level. Consistency with either the Strategic Management and Comprehensive Plans, as well as the Planning Commission's priorities, are also considered in the funding recommendation.

**DEBT FINANCING.** Debt financing is an option that the Board of Supervisors may also consider as a financing option. There are essentially only two options for debt financing. The first is some form of owner financing or lease purchase, an installment sale, or any other financing instrument that must be reviewed and funds appropriated each year. The second type of debt financing is known as general obligation financing, where future Boards of Supervisors are required to set the tax rates at a level to pay off the debt. Except for specific exceptions, such as schools, general obligation debt can only be issued after a successful voter referendum authorizes the borrowing. For a further discussion of debt financing, please see page F-8.

**SEPARATE CAPITAL IMPROVEMENT PROGRAMS.** Some agencies and/or regional organizations adopt their own Capital Improvement Programs. These include the Virginia Peninsula Regional Jail, the Middle Peninsula Juvenile Detention Commission, the Community Action Agency, the Group Home Commission, and the James City Service Authority. The County's CIP includes items for regional groups, such as the Williamsburg Regional Library or the Williamsburg-James City County Public Schools, where the County is the major funding source.

**SUMMARY.** The Capital Improvement Program represents the mutual efforts of County departments and agencies to meet the infrastructure needs of County residents, businesses, and visitors. It usually cannot fully fund all the Capital Budget requests and the projects are closely scrutinized and prioritized to provide for the maximum benefit. Citizen input, the County's adopted Comprehensive and Strategic Management Plans, the recommendations of the County's Planning Commission, and the total funding available all play a role in allocating limited resources.

## CAPITAL PROJECT DETAIL

### CAPITAL IMPROVEMENT NON-MAINTENANCE

	School Board Priority (1-16)	Planning Comm (1-13) **	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Six Year TOTAL
<b>SCHOOLS</b>									
Jamestown HS Multi-Purpose	5 (Note)	9	\$ 2,489,000	\$ 600,000	\$ 1,207,501	\$ 595,290	\$ 572,240	\$ 340,840	\$ 2,489,000
Classroom Technology	4	n/r	1,190,000						4,505,871
School Building Security System	7	10	60,000	70,000	70,000	120,000	70,000	70,000	460,000
New Central Office/ALL	n/a	6							5,400,000
			\$ 3,739,000	\$ 670,000	\$ 1,277,501	\$ 715,290	\$ 642,240	\$ 5,810,840	\$ 12,854,871
City Share			(320,432)	(108,712)	(109,226)	(61,086)	(54,783)	(495,084)	(1,149,323)
<b>TOTAL SCHOOLS</b>			<b>\$ 3,418,568</b>	<b>\$ 561,288</b>	<b>\$ 1,168,275</b>	<b>\$ 654,204</b>	<b>\$ 587,457</b>	<b>\$ 5,315,756</b>	<b>\$ 11,705,548</b>
<b>NON SCHOOLS</b>									
Police Building/LEC Renov	1		\$13,700,000	\$	\$	\$	\$	\$	\$13,700,000
Community Gym	(Note)	3	4,724,000						4,724,000
Stormwater/Drainage		2	1,200,000	900,000	900,000	900,000	900,000	900,000	5,700,000
Mobile Data Terminals		4	342,000						342,000
Police AFIS Fingerprint Sys		7	95,000						95,000
Greenways/Trails		11	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Fiber Ring		13		700,000	700,000	700,000	700,000	700,000	3,500,000
Little Creek Boat Storage		n/r				50,000			50,000
JCWCC Parking		n/r					500,000		500,000
<b>Greenspace/PDR:</b>									
Debt Financed		n/r		7,000,000		7,000,000			14,000,000
Greenspace/PDR			1,221,049	522,375	1,070,375	1,058,375	1,606,380	2,000,000	7,478,554
Debt Service			(1,221,049)	(522,375)	(1,070,375)	(1,058,375)	(1,606,380)	(1,594,500)	(7,073,054)
Net Greenspace/PDR			-	7,000,000	-	7,000,000	-	405,500	14,405,500
<b>TOTAL NON SCHOOLS</b>			<b>\$20,111,000</b>	<b>8,650,000</b>	<b>1,650,000</b>	<b>8,700,000</b>	<b>2,150,000</b>	<b>2,055,500</b>	<b>\$43,316,500</b>
<b>TOTAL NEW PUBLIC FACILITIES</b>			<b>\$23,529,568</b>	<b>\$9,211,288</b>	<b>\$2,818,275</b>	<b>\$9,354,204</b>	<b>\$2,737,457</b>	<b>\$7,371,256</b>	<b>\$55,022,048</b>

\*\* Planning Commission projects ranked 5 (Warhill Crosswalk) and 8 (New Horizons Contributions) shown as maintenance items, the project ranked 12 (Warhill Facility Bays) was funded in FY 2009.

## CAPITAL PROJECT DETAIL

### CAPITAL IMPROVEMENT FUNDING ASSUMPTIONS

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
Reallocate school bond proceeds	\$ 918,370	\$	\$	\$	\$	\$
Reallocate existing capital balances	821,500					
Possible Debt Financing (NOTE)	20,700,000	7,000,000		7,000,000		4,968,000
County General Fund/Other Sources	1,089,698	2,211,288	2,818,275	2,354,204	2,737,457	2,403,256
	<b><u>\$23,529,568</u></b>	<b><u>\$9,211,288</u></b>	<b><u>\$2,818,275</u></b>	<b><u>\$9,354,204</u></b>	<b><u>\$2,737,457</u></b>	<b><u>\$7,371,256</u></b>

**NOTE** Two projects are included in FY 2010 that the Board of Supervisors may wish to finance and construct - the Warhill Community Gymnasium and the Jamestown High School Multi-Use Space. Both projects would be used to augment existing facilities at all three high schools for school ahtletics, school physical education and community sports. Existing market conditions indicate both favorable interest rates and favorable construction bids are possible for these projects in FY 2010. The disadvantages to building these projects in FY 2010 are the operating budget impacts of both debt service and increased operating costs, beginning in FY 2011. A review of predicted cost impacts is shown on page F-8. If not funded in FY 2010, these projects will compete with Greenspace and County Capital Maintenance projects for limited borrowing initiatives in FY 2011-FY 2013.

### BUDGET COMMENTS

The Police Building project is proposed to relocate all current employees of the Police Department to a central location at Warhill - across the street from Thomas Nelson Communitiy College. The existing Law Enforcement Center (LEC) would then be renovated and Fire Administration and Training would occupy that building, leaving space that is currently rented. The project costs also include HVAC and roof work at Fire Station #3, adjacent to the LEC.

This budget continues to fund water quality and drainage projects and the incremental addition of classroom technology to the elementary schools. Additional funds may be available for classroom technology from existing Capital Project balances controlled by the Schools. Greenspace funding increases using referendum-approved bonds, on-going General Fund contributions for Greenspace focus on debt service until FY 2015.

A new School Central Office is included in FY 2014. It is expected that James Blair Middle School will serve those purposes beginning in the summer of 2010 and continuing for 5 to 8 years, depending on enrollment.

There are a number of capital project proposals that are not included in this 6-year period. Some, like an aquatics center or a third library, because operating costs are substantial and the need for the facilities is uncertain. Other projects are not included because master plans have not yet been adopted by the Board of Supervisors. These include public facilities recommended in either the Shaping Our Shores or Parks and Recreation Master Plans.

## CAPITAL PROJECT DETAIL

<b>CAPITAL MAINTENANCE SCHOOLS</b>	<b>School Board Priority (1-16)</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Six Year TOTAL</b>
Middle School Rehabilitation	11	\$2,400,000	\$	\$	\$	\$	\$	\$2,400,000
Berkeley Middle Locker Rooms	12	527,600						527,600
DJ Montague ES Roof	10	501,600						501,600
Berkeley Middle Roof	13	437,000						437,000
Jamestown HS Bleachers	8	272,000						272,000
Norge ES BMP		200,000						200,000
Berkeley Middle Energy Systems	14	200,000						200,000
Berkeley Middle HVAC	15	186,000	2,005,000					2,191,000
Norge ES Sprinklers	3	150,000						150,000
DJ Montague ES HVAC	9	111,000	2,389,800					2,500,800
Middle School Gym Lighting		100,000						100,000
Berkeley Middle Cooling Tower	16	90,000						90,000
New Horizons Capital Contrib	6	82,331	82,331	82,331	82,331			329,324
Rawls Byrd ES Sewer Line	1	59,400						59,400
Warhill HS Crosswalk	2	55,080						55,080
Operations Building HVAC			875,600					875,600
Lafayette HS Refurbishment				1,200,000	2,092,682			3,292,682
James Blair MS HVAC				386,000	1,700,000	800,000		2,886,000
Lafayette Exterior Paint				175,000				175,000
Fuel Pumps				70,000				70,000
Parking Lots					302,379	157,760	149,160	609,299
Toano MS HVAC						1,806,468	1,070,032	2,876,500
Toano MS Roof						900,000		900,000
James Blair MS Kitchen						560,000		560,000
Jamestown HS Refurbishment						400,800	1,899,200	2,300,000
James River ES Sprinkler							1,959,468	1,959,468
James River ES HVAC							185,000	185,000
<b>City Share</b>		<b>\$5,372,011</b>	<b>\$5,352,731</b>	<b>\$1,913,331</b>	<b>\$4,177,392</b>	<b>\$4,625,028</b>	<b>\$5,262,860</b>	<b>\$26,703,353</b>
		<b>(460,381)</b>	<b>(458,194)</b>	<b>(163,590)</b>	<b>(356,749)</b>	<b>(394,515)</b>	<b>(448,396)</b>	<b>(2,281,825)</b>
		<b>\$4,911,630</b>	<b>\$4,894,537</b>	<b>\$1,749,741</b>	<b>\$3,820,643</b>	<b>\$4,230,513</b>	<b>\$4,814,464</b>	<b>\$24,421,528</b>

## CAPITAL PROJECT DETAIL

### CAPITAL MAINTENANCE SCHOOLS

- Middle School Rehabilitation** Funds are proposed in FY2010 for renovations to both Berkeley and James Blair Middle Schools, Berkeley to enhance the middle school program and Blair to allow the relocation of Central Office, Student Services, ALL, multi-cultural program and GED to James Blair when the new middle school on Jolly Pond Road opens in August of 2010. Separate projects for Berkeley Middle School include the renovation of locker rooms, roof, HVAC improvements, energy systems and cooling tower. Approximately \$1.7 million of the \$2.4 million for middle school renovations is for the Berkeley refurbishment, with \$700,000 for James Blair.
- Projects not Prioritized** Two projects were not listed as priorities but are proposed to be funded. The Norge Elementary School BMP project has been identified as an important improvement for downstream water quality by the County's Stormwater Division. Replacing middle school gymnasium lights at the three middle schools is proposed for funding because the lighting does not meet current National standards for player safety and better lower energy lighting can reduce operating costs by reducing electrical usage.

### FY 2011 - FY 2015 BUDGET COMMENTS:

The five-year program beginning with FY 2011 will be subject to additional scrutiny by the School Board and the Board of Supervisors as part of the budget deliberations for the FY 2011/FY 2012 Budget, which is expected to occur in the period March through May 2010.

### FUNDING ASSUMPTIONS:

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
Reallocation - existing bond proceeds	\$4,911,630	\$4,800,000	\$1,749,741	\$3,820,643	\$4,230,513	\$4,814,464
Possible Debt Financing		94,537				
Recurring County allocations	\$4,911,630	\$4,894,537	\$1,749,741	\$3,820,643	\$4,230,513	\$4,814,464

The reallocation of existing bond proceeds in FY 2010 includes a portion of the \$8.3 million borrowed for two new schools and available because of a favorable construction bid. The debt financing in FY 2011 targets the three large HVAC investments and will be revisited in the budget process next year.

## CAPITAL PROJECT DETAIL

### CAPITAL MAINTENANCE OTHER COUNTY

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Six Year TOTAL</b>
Fire SCBA Upgrades	\$250,000	\$	\$	\$	\$	\$	\$ 250,000
JBC Safety Improv	191,000						191,000
Parking Lot/Road Overlay	105,000	166,254	150,000	151,928	160,000	160,000	893,182
Fleet Service Truck	86,500						86,500
Dump Truck/Sand Spreader	96,000						96,000
Fleet - Garage HVAC	50,000						50,000
Fire Pumper Replacement		600,000	600,000	600,000	600,000	600,000	3,000,000
Building D HVAC		130,000					130,000
Rebuild Fire Station #4	Note		3,300,000				3,300,000
Building C Replacement	Note		2,300,000				2,300,000
Mid County Park Upgrade	Note		1,400,000				1,400,000
Ambulance Replacement			204,000	214,200		214,200	632,400
Fleet Maintenance Roof				80,000			80,000
EOC Roof				70,000			70,000
Upper County Park Restrooms					250,000		250,000
Park Improvements						700,000	700,000
	<b><u>\$778,500</u></b>	<b><u>\$896,254</u></b>	<b><u>\$7,954,000</u></b>	<b><u>\$1,116,128</u></b>	<b><u>\$1,010,000</u></b>	<b><u>\$1,674,200</u></b>	<b><u>\$13,429,082</u></b>

## CAPITAL PROJECT DETAIL

### CAPITAL MAINTENANCE OTHER COUNTY

Self-contained Breathing Apparatus (SCBA) replacements are targeted for firefighters.  
The Jamestown Beach Campground (JBC) improvements are safety-related:

Secure office bldg and update security system	\$ 15,000
Demolish 7 bldgs, pool & utilities	75,000
Asbestos Abatement	21,000
Abandon wells	10,000
Renovate caretaker house	25,000
Precast concrete rest room	34,000
Well for rest room	<u>11,000</u>
	\$191,000

The remaining projects are fairly self-explanatory.

**NOTE** Three projects are programmed for FY 2012 - using debt proceeds. Fire Station #4, originally built in the late 1970s, is programmed to be replaced on site with a modern building built to existing standards. Improved ingress/egress for the equipment, bunking arrangements designed for coed staff, upgrades to interior space and HVAC/roof work. Building C at the Government Center was also built in the late 1970s and is also proposed to be replaced on site. The Mid-County Park upgrade would replace Kidsburg, the rest room, concession, and office spaces at the park and fencing in the fields.

Rebuild Fire Station #4	\$3,300,000
Building C Replacement	2,300,000
Mid County Park Upgrade	<u>1,400,000</u>
	\$7,000,000

Debt proceeds of \$7 million are programmed in FY 2011 under Capital Projects for Greenspace/PDR projects. This borrowing was approved by voters in a bond referendum. If the Greenspace and PDR bond issue is delayed until FY 2012 because existing account balances are sufficient to fund the program until that time, the three projects above, programmed for FY 2012, might be done in FY 2011.

### FUNDING ASSUMPTIONS:

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
Reallocate existing capital balances	\$778,500	\$	\$	\$	\$	\$
Possible Debt Financing			7,000,000			
County General Fund/Other Sources		896,254	954,000	1,116,128	1,010,000	1,674,200
	<u>\$778,500</u>	<u>\$896,254</u>	<u>\$7,954,000</u>	<u>\$1,116,128</u>	<u>\$1,010,000</u>	<u>\$1,674,200</u>

## CAPITAL PROJECT DETAIL

### FUNDING SOURCES

<b>FUNDING SOURCES</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Six Year TOTAL</b>
Bonded Indebtedness	\$20,700,000	\$11,800,000	\$ 7,000,000	\$ 7,000,000	\$	\$ 4,968,000	\$51,468,000
Contribution - County General Fund	600,000	1,100,000	4,222,016	5,790,975	6,477,970	7,391,920	25,582,881
Excess Bond Proceeds	5,830,000						5,830,000
Reallocated Capital Project Balances	1,300,000	802,079	200,000	200,000	200,000	200,000	2,902,079
Development Proffers	489,698	600,000	800,000	1,000,000	1,000,000	1,000,000	4,889,698
Other, incl Proceeds from the Sale of Property	300,000	700,000	300,000	300,000	300,000	300,000	2,200,000
<b>TOTAL FUNDING SOURCES</b>	<b><u>\$29,219,698</u></b>	<b><u>\$15,002,079</u></b>	<b><u>\$12,522,016</u></b>	<b><u>\$14,290,975</u></b>	<b><u>\$7,977,970</u></b>	<b><u>\$13,859,920</u></b>	<b><u>\$92,872,658</u></b>

### BUDGET COMMENTS

The Federal government has amended its rules governing "bank qualified" bond issues for both calendar 2009 and 2010. These amendments allow banks to avoid taxes on investment income from local governments who issue less than \$30 million a year. This helps reduce interest rates for cities and counties. Despite the depressed economy, or perhaps because of it, this budget suggests debt financing for several major projects where construction costs are very competitive.

Recurring County contributions to the CIP have been suspended in FY 2010.

The County issued bonds in December 2006 to build three new schools and expand a fourth. Combining the construction of two schools into one contract and an excellent bid climate resulted in \$8.33 million in bond proceeds that are not needed for these projects. \$5.83 million will be reallocated to other school projects while \$2.5 million will be budgeted in the Debt Service Fund.

Certain capital spending initiatives have been suspended and previously budgeted "pay as you go" capital projects have cash balances, like those previously set aside for the Warhill gymnasium, that can be reallocated. For FY 2010, there is no proposal to reallocate school capital project balances or those that have accumulated for Greenspace, PDRs or Economic Development.

Proffers from new developments have dropped from the \$1.5 million realized in FY 2008, but have not been eliminated.

## CAPITAL PROJECT DETAIL

### PROJECTED OPERATING COSTS

	<u>SIX YEAR CONSTRUCTION COSTS</u>	<u>PROJECTED OPENING DATE</u>		<u>ESTIMATED ANNUAL OPERATING COST INCREASE</u>		
<b>SCHOOLS</b>						
New Central Office/ALL	\$ 5,400,000		Utility, custodial, insurance	\$ 81,000		
Classroom Technology	5,105,871	on-going	Licenses, maintenance	76,588		
Jamestown HS Multi-Purpose	2,489,000		Utility, custodial, insurance	37,335		
School Building Security Systems	460,000	on-going	Licenses, maintenance	6,900		
<b>NON SCHOOLS</b>						
Greenspace/PDR	14,000,000	on-going	Maintenance	70,000		
Police Building/LEC Renov	13,700,000	Oct 2010	Utility, custodial, insurance,	205,500		
Stormwater/Drainage	5,700,000	on-going	Maintenance	28,500		
Community Gym	4,724,000	Oct 2010	Utility, custodial, insurance, program staff	225,860		
Fiber Ring	3,500,000	on-going	Maintenance	17,500		
JCWCC Parking	500,000		Maintenance	2,500		
Mobile Data Terminals	342,000	Oct 2009	Licenses, maintenance	25,130		
Greenways/Trails	300,000		Maintenance	4,500		
Police AFIS Fingerprint Sys	95,000	Oct 2009	Licenses, maintenance	6,425		
Little Creek Boat Storage	50,000		Maintenance, insurance	750		
	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
Operating Costs - Schools	\$13,915	\$ 65,164	\$ 79,079	\$ 92,994	\$106,908	\$120,823
Operating Costs - Other County	41,508	497,952	518,035	538,118	561,452	581,535

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**MISSION:** To provide municipal water and wastewater service to County residences and businesses in the Primary Service Area between Toano and Grove and to operate dedicated detached water systems in other areas of the County in accordance with local, State, and Federal rules and regulations.

**SERVICE:** The James City Service Authority was created in 1969 to finance, construct, operate and maintain water and wastewater systems in designated areas of the County. The Authority operations are administered by a Board of Directors appointed by the County's Board of Supervisors. At the present time, they have appointed themselves as the members of the Board of Directors to more fully coordinate activities with those of the County in the planning and development of utility systems.

### **STRATEGIC MANAGEMENT PLAN**

#### **DIRECTION NO. 1 - Plan responsibly for the needs of a growing, diverse community.**

**PATHWAY** – Improve availability of drinkable water and increase reliability of wastewater pumping facilities.

#### **ACTIONS – WATER SUPPLY**

1. Enhance operational effectiveness and reliability of the James City Service Authority water distribution and transmission systems.
2. Improve availability of drinkable water and facilities to meet projected customer growth.
3. Improve water quality and reduce Total Coliform positive analysis of routine monthly bacteriological samples.
4. Increase the reliability and security of all water production facilities and reduce emergencies.
5. Increase the reliability of the water distribution systems.

#### **ACTIONS – WASTEWATER INFRASTRUCTURE**

1. Enhance operational effectiveness and reliability for the wastewater gravity sewer and force main systems.
2. Increase reliability of wastewater pumping facilities to reduce spill potential and reduce operating costs.

#### **DIRECTION NO. 2 – Steward the natural environment and historic heritage.**

**PATHWAY** – Enhance operational effectiveness and reliability of the wastewater gravity sewer and force main collection system.

#### **ACTIONS – WASTEWATER SPILLS**

1. Enhance operation's effectiveness and reliability for the wastewater gravity sewer and force main systems.
2. Reduce the number of wastewater spills within the sewer collection system.
3. Reduce the number of wastewater spills within the pumping facilities.
4. Increase the reliability of the wastewater collection to reduce costs and eliminate sewer backups.

The operations of the JCSA are the responsibility of a General Manager, assisted by a Assistant General Manager, Chief Engineer for Water, Chief Engineer for Sewer, Utility Operations Administrator, and a Utility Account Supervisor. Support services in legal, planning, finance, payroll, and general administrative areas are provided by various County departments on a reimbursable basis. The Authority's operations are coordinated through five separate funds:

**Administration Fund** - The Administration Fund contains expenses such as salaries, building maintenance, utilities, and other overhead expenses that are not directly attributable to one of the other funds.

**Water Fund** - The Water Fund contains revenues and expenses for operation of the JCSA groundwater supply and distribution system.

**Sewer Fund** - The Sewer Fund contains revenues and expenses for operation of the JCSA sewer collection and transmission system.

**Capital Improvements Program (CIP)** - The Capital Improvements Program provides revenues and expenses for major water and sewer expansions, replacements, and rehabilitations.

**Debt Service Fund** - Identify spending and sources of funding to pay principal and interest on outstanding Authority debt.

These budgets reflect assessment of key service rates and charges for FY 2010, as follows:

1.	Water Service Retail Rate	Residential: (Per Billing Period)	1st Block < 15,000 gallons	\$2.85 per 1,000 gallons
			2nd Block > 15,000 to < 30,000 gallons	\$3.45 per 1,000 gallons
			3rd Block > 30,000 gallons	\$9.80 per 1,000 gallons
		Commercial:	Flat Rate	\$3.45 per 1,000 gallons
2.	Sewer Service Retail Rate			\$2.80 per 1,000 gallons
3.	Water System Facility Charge	5/8-inch meter		\$500 per bathroom fixture
4.	Sewer System Facility Charge	5/8-inch meter		\$400 per bathroom fixture

**PURPOSE**

The James City Service Authority finances, constructs, operates, and maintains public water and sewer systems within the Primary Service Area. Operational and maintenance responsibilities include wells, water distribution lines, sewage pumping stations, and sewage collection lines. Expenses are charged directly to a particular project or are allocated to the different operating areas as indirect costs. The Administration Fund allocation formula is based on the number of customers, system work orders, number of facilities, miles of water/sewer lines, and capital assets value. The current allocation provides for a ratio of 42 percent from Water Fund and 58 percent from Sewer Fund.

**BUDGET SUMMARY**

	<u>FY 09 Adopted</u>	<u>FY 10 Plan</u>	<u>FY 10 Adopted</u>
<u>Expenses:</u>			
Personnel Expenses	\$ 4,495,029	\$ 4,694,816	\$ 4,259,460
Operating Expenses	1,653,905	1,673,046	1,673,046
Capital Outlay	<u>110,000</u>	<u>35,000</u>	<u>35,000</u>
Total	\$ <u>6,258,934</u>	\$ <u>6,402,862</u>	\$ <u>5,967,506</u>
<u>Allocation of Expenses:</u>			
Water Fund	\$ 2,628,752	\$ 2,689,202	\$ 2,506,353
Sewer Fund	<u>3,630,182</u>	<u>3,713,660</u>	<u>3,461,153</u>
Total	\$ <u>6,258,934</u>	\$ <u>6,402,862</u>	\$ <u>5,967,506</u>

**PERSONNEL**

Full-Time Personnel	65	66	64
Part-Time Personnel	2	2	2

**BUDGET COMMENTS**

Administration expenses are reimbursed from the operating funds through utility consumption charges, water and sewer inspection fees, billing service charges, and office rent charged to James City County.

**FY 2010 Comments**

The FY 2010 Administrative Budget will decrease 6.8 percent from the FY 2010 planned budget. This decrease is due to the elimination of two Full-Time positions and elimination of a projected salary increase. Capital Equipment Outlay in FY 2010 includes replacement of one utility truck.

**PURPOSE**

This Water Fund Operating Budget provides funds for the operation and maintenance of 22 well facilities including the Five Forks Water Treatment Facility, eight water storage tanks, and 363 miles of water distribution lines that serve portions of the County. Indirect operating and maintenance costs are reimbursed to the Administration Fund. Revenue is provided from service charges, interest income, and other miscellaneous items.

**BUDGET SUMMARY**

	FY 09 Adopted	FY 10 Plan	FY 10 Adopted
<b>Revenues:</b>			
Service Charges	\$ 6,113,154	\$ 6,589,308	\$ 6,220,595
Interest	550,000	550,000	477,000
Miscellaneous	<u>537,009</u>	<u>544,956</u>	<u>421,383</u>
Total	<u>\$ 7,200,163</u>	<u>\$ 7,684,264</u>	<u>\$ 7,118,978</u>
<b>Expenses:</b>			
Admin Fund Allocation	\$ 2,628,752	\$ 2,689,202	\$ 2,506,353
Direct Expenses	2,736,455	2,853,870	2,920,756
Capital Equipment Outlay	120,850	156,850	156,850
Debt Service Fund	1,384,432	1,385,019	1,385,019
PDA Operating Costs	329,674	336,158	150,000
PDA Water Purchase	<u>0</u>	<u>263,165</u>	<u>0</u>
Total	<u>\$ 7,200,163</u>	<u>\$ 7,684,264</u>	<u>\$ 7,118,978</u>

**PERSONNEL**

Full-Time Personnel	15	15	15
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**PERFORMANCE MEASURES**

	FY 07 Year-end	FY 08 Year-end	FY 09 Jul-Dec	FY 10 Adopted
% Water (MGD) Withdrawal Versus DEQ Permit	58%	56%	62%	65%
% of Water Quality Samples in Compliance	99.1%	99.7%	99.7%	100%
% of Water Service Interruptions Repaired in 8 Hours or Less		New Measure	96%	90%

**BUDGET COMMENTS**

This Water Fund Operating Budget continues to reflect customer service enhancement by placing emphasis on Water System Preventive Maintenance and Rehabilitative Programs. Existing systems are aging and require rehabilitative measures to meet the demands of increased usage and protect the public investment. These measures will improve both water quality and reliability. The new Groundwater Treatment Plant (GTP) became fully operational in FY 2006.

**FY 2010 Comments**

The FY 2010 Water Fund revenues will decrease by 7.4 percent from FY 2010 planned revenues. The revenue decrease is due to the elimination of a projected increase to Water Service Rates. Additionally, interest earned on investments is projected to decline as well as a decline in new construction activity as it relates to plan review fees and inspection fees.

The FY 2010 expenses reflect a reduction in Administrative Fund Allocation, elimination of a salary increase, elimination of a feasibility study on new water meter reading technology, and a reduction in the projected Newport News Project Development Agreement operating costs and purchase of water. The need to purchase water from Newport News is projected to begin in 2012. The water purchase agreement includes the cost of water treatment and delivery of water to James City County.

**PURPOSE**

This Sewer Fund Operating Budget provides funds to operate and maintain 77 sewage pumping stations and 394 miles of sewage collection lines located throughout the Primary Service Area (PSA). Indirect operating and maintenance costs are reimbursed to the Administration Fund. Revenues are received from service charges, interest, and miscellaneous items.

**BUDGET SUMMARY**

	FY 09 Adopted	FY 10 Plan	FY 10 Adopted
<b>Revenues:</b>			
Sewer Service Charges	\$ 5,382,398	\$ 5,521,552	\$ 5,432,837
Interest	500,000	500,000	433,000
Grinder Pump Charges	200,100	209,100	209,100
Miscellaneous	<u>189,000</u>	<u>192,000</u>	<u>142,000</u>
Total	<u>\$ 6,271,498</u>	<u>\$ 6,422,652</u>	<u>\$ 6,216,937</u>
<b>Expenses:</b>			
Admin. Fund Allocation	\$ 3,630,182	\$ 3,713,660	\$ 3,461,153
Direct Expenses	2,246,816	2,319,992	2,366,784
Grinder Pump Expenses	300,000	309,000	309,000
Capital Equipment Outlay	<u>94,500</u>	<u>80,000</u>	<u>80,000</u>
Total	<u>\$ 6,271,498</u>	<u>\$ 6,422,652</u>	<u>\$ 6,216,937</u>

**PERSONNEL**

Full-Time Personnel	11	11	11
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**PERFORMANCE MEASURE**

	FY 07 Year-end	FY 08 Year-end	FY 09 Jul-Dec	FY 10 Adopted
Number Sewer System Spills Per 100 Miles of Sewer Pipe	3.51	2.4	1.59	1.84
% of Sewer Service Interruptions Repaired in 8 Hours or Less		New Measure	75%	90%

**BUDGET COMMENTS**

The Sewer Fund Operating Budget continues to reflect customer service enhancement by placing emphasis on Sewer System Preventive Maintenance and Rehabilitative Programs. Existing systems are aging and require rehabilitative measures to meet the demands of increased usage and protect the public investment. These measures will improve wastewater collection and movement reliability.

**FY 2010 Comments**

The FY 2010 Sewer Fund revenues will decrease by 3.2 percent from FY 2010 planned revenues. The revenue decrease is due primarily to a projected decline in interest earned on investments and a decline in miscellaneous revenue as it relates to account and penalty charges.

The FY 2010 expenses reflect a reduction of Administrative Fund Allocation and elimination of a salary increase from FY 2010 planned expenses.

**James City Service Authority**
**Authorized Positions**

		<b>FY09 <u>Adopted</u></b>	<b>FY10 <u>Plan</u></b>	<b>FY10 <u>Adopted</u></b>
<b>Administration Fund</b>	<b><u>Full-Time Regular</u></b>			
Administration	General Manager	1	1	1
	Assistant General Manager	1	1	1
	Environmental Education Coordinator	1	0	0
	Utility Analyst	0	1	1
	Contracts Administrator (General Services)	1	1	0
	Automotive Technician I (Fleet Maintenance)	1	1	1
	Buyer I (Purchasing)	1	1	1
Customer Service	Utility Account Supervisor	1	1	1
	Utility Account Representative Senior	1	1	1
	Utility Account Representative I/II	5	5	5
Engineer Division	Chief Civil Engineer	2	2	2
	Civil Engineer I	2	2	2
	Civil Engineer Senior	1	1	1
	GIS Technician	2	2	2
	Engineering Specialist	1	1	1
	Construction Inspector II	4	5	4
	Senior Utility Locator	1	1	1
	Utility Operations Assistant/Specialist I/II	2	2	2
Operations Admin	Utility Operations Administrator	1	1	1
	Utility Systems Analyst	1	1	1
	Information Systems Technician	1	1	1
	Secretary	1	1	1
	Warehouse Supervisor	1	1	1
	Warehouse Specialist	1	1	1
	Construction Inspector II	1	1	1
Support Section	Utility Operations Superintendent	1	1	1
	Utility Operations Foreman	1	1	1
	Industrial Mechanic	3	4	4
	Maintenance Mechanic	1	1	1
	Utility Operations Technician	3	2	2
Underground Utilities	Utility Operations Superintendent	2	2	2
	Utility Operations Foreman	2	2	2
	Utility Operations Crew Leader	4	4	4
	Utility Operations Assistant/Specialist I/II	13	13	13
		65	66	64
	<b><u>Part-Time Regular</u></b>			
Engineer Division	Utility Locator	2	2	2
	<b><u>Temporary</u></b>			
Administration	Intern	3,580 hrs	3,580 hrs	2,540 hrs
	<b><u>On-Call</u></b>			
Underground Utilities	Utility Operations Assistant	2,080 hrs	2,080 hrs	2,080 hrs
<b>Water Fund</b>	<b><u>Full-Time Regular</u></b>			
Water Production	Utility Operations Superintendent	1	1	1
	Utility Operations Foreman	1	1	1
	Plant Supervisor	1	1	1
	Utility Operations Technician	7	7	7
	Utility Operations Assistant/Specialist I/II	5	5	5
		15	15	15
<b>Sewer Fund</b>	<b><u>Full-Time Regular</u></b>			
Wastewater Maintenance	Utility Operations Superintendent	1	1	1
	Utility Operations Foreman	1	1	1
	Utility Operations Technician	4	4	4
	Utility Operations Assistant/Specialist I/II	5	5	5
		11	11	11

**PURPOSE**

The Utility Capital Improvements Program (CIP) Budget provides for the construction of wastewater systems and water transmission, distribution and supply facilities, to include the engineering and acquisition program for additional groundwater supplies. Other water and wastewater system improvements are financed by accumulated JCSA funds for rehabilitation, replacement, extensions, and expansions.

**BUDGET SUMMARY**

	FY 09 Adopted	FY 10 Plan	FY 10 Adopted
<b><u>Revenues:</u></b>			
Water Facility Charges	\$ 3,591,200	\$ 3,734,000	\$ 1,987,500
Sewer Facility Charges	2,227,680	2,328,480	1,344,000
Proffers	<u>1,000,000</u>	0	<u>500,000</u>
Total Revenue	<u>\$ 6,818,880</u>	<u>\$ 6,062,480</u>	<u>\$ 3,831,500</u>
<b><u>Expenditures:</u></b>			
Water Supply	\$ 4,387,000	\$ 1,780,000	\$ 1,648,000
Water Distribution	0	1,200,000	0
Water Storage	500,000	0	0
Water Transmission	325,000	895,000	664,000
Sewer System Improvements	1,436,880	2,107,480	1,334,500
Other Projects	<u>170,000</u>	<u>80,000</u>	<u>185,000</u>
Total Expenditures	<u>\$ 6,818,880</u>	<u>\$ 6,062,480</u>	<u>\$ 3,831,500</u>

**BUDGET COMMENTS**

This budget proposes to continue our practice of directing facility charges (the initial connection fees when a new house or business connects to the system) towards financing CIP projects. The FY 2010 CIP revenues will decrease by 36.8 percent from FY 2010 planned revenues. The revenue decrease is due to projected decline in construction of new homes and businesses as it relates to water and sewer facility charges. The FY 2010 expenses reflect a reduction of several projects that have been deferred to out years. The deferred projects include White Oaks Waterline Replacement, Powhatan Creek (LS 1-2) Sewer Main Rehabilitation, James Terrace Sewer System Rehabilitation, and Lift Station 3-8 Control Building Upgrade.

The FY 2010-2014 CIP consists of six separate, but interrelated, segments of the utility program, all of which are important in keeping pace with County development. The proposed five-year plan defines an integrated program for the development of each of the six segments along parallel time frames, designed for adequate service to be provided in step with the County Comprehensive Plan and Strategic Management Plan. A brief description of the essential features of the six segments follows with a Summary on page E-12.

**1. WATER SUPPLY (105-100)**

Project Development Agreement Debt Service (2003) - This is a modified project request. The City of Newport News and JCSA have entered into a Project Development Agreement (PDA) for long-term water supply to James City County. The financing of the PDA was accomplished through the purchase of revenue bonds. The debt service, which began in FY 2009, is estimated to be \$1,648,000 annually to pay off these bonds at 5 percent for 25 years. The existing fund balance of \$1,780,000 is requested to be carried forward in FY 2010 CIP. This is an expansion project.

**2. WATER DISTRIBUTION (105-110)**

White Oaks Water System (1300) - This is a new project request. This project will allow for the replacement and upgrade of the water distribution system serving the neighborhood. A total of \$2,400,000 is requested in FY 2013-2014 to complete this project. This is a replacement project.

**3. WATER TRANSMISSION (105-140)**

Longhill Connector Road Water Main Improvement (1550) - This is a modified project request. This project provides for the design and construction of a new 4,300-foot, 16-inch water main along the existing Longhill Road connector. The existing fund balance of \$293,100 is requested to be carried forward in the FY 2010 CIP with an additional \$664,000 requested in FY 2010 to complete this project. This is an expansion project.

**4. SEWER SYSTEM IMPROVEMENTS (105-150)**

DEQ Consent Order Sewer System Improvements (2475) - This is a new project request. The project will provide for construction of sewer system improvements to existing sewer facilities and sewer gravity/force mains as sewer system surveys are completed. The existing fund balance of \$500,000 is requested to be carried forward in the FY 2010 CIP with an additional \$4,301,500 requested over the next five years to initiate projects as they are identified. This is a rehabilitation project.

LS 3-8 (John Tyler Hwy) Control Building (XXXX) - This is a new project request. This Lift Station is in a low area prone to flooding. A new control building is proposed to be constructed on higher ground. Station controls and generator will be relocated to the new building. A total of \$220,000 is requested in FY 2012 to complete this project. This is a replacement project.

LS 4-7 (John Tyler Hwy) Control Building (XXXX) - This is a new project request. This Lift Station is in a low area prone to flooding. A new control building is proposed to be constructed on higher ground. Station controls and generator will be relocated to the new building. A total of \$250,000 is requested in FY 2014 to complete this project. This is a replacement project.

LS 5-4 (Merrimac Trail) Control Building (XXXX) - This is a new project request. This Lift Station is in a low area prone to flooding. A new control building is proposed to be constructed on higher ground. Station controls and generator will be relocated to the new building. A total of \$250,000 is requested in FY 2013 to complete this project. This is a replacement project.

**5. OTHER PROJECTS (105-160)**

Heavy Equipment (3085) - This is a modified request to replace two heavy equipment items which include a Line Truck in FY 2010 and a Small Jet Vactor Truck in FY 2011. The existing balance of \$388,642 is requested to be carried forward in the FY 2010 CIP with an additional \$305,000 requested in FY 2010-2011 to replace these trucks. This is a replacement project.

Building E Rehabilitation (3105) - This is a modified project request. Building E was built in 1989. This project request is for the replacement of the building heat pump and boilers. The existing balance of \$110,933 is requested to be carried forward to the FY 2010 CIP with another \$105,000 in FY 2010 to complete this project. This is a replacement project.

**Capital Project Detail**

<b>DESCRIPTION</b>		<b>PREVIOUSLY FUNDED (MEMO ONLY)</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>TOTAL</b>
<b>Water Supply (105-100)</b>								
2003 PDA Debt Service		\$1,780,000	\$1,648,000	\$1,646,000	\$1,645,000	\$1,648,000	\$1,645,000	\$ 8,232,000
XXXX Desalination Plant Membrane Replacement		0	0	0	430,000	0	0	430,000
<b>Subtotal</b>		<b>\$1,780,000</b>	<b>\$1,648,000</b>	<b>\$1,646,000</b>	<b>\$2,075,000</b>	<b>\$1,648,000</b>	<b>\$1,645,000</b>	<b>\$ 8,662,000</b>
<b>Water Distribution (105-110)</b>								
1300 White Oaks System Replacement		\$ 0	\$ 0	\$ 0	\$ 0	\$1,200,000	\$1,200,000	\$ 2,400,000
<b>Subtotal</b>		<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$ 2,400,000</b>
<b>Water Transmission (105-140)</b>								
1550 Longhill Connector Road Water Main Improvement		\$ 293,100	\$ 664,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 664,000
<b>Subtotal</b>		<b>\$ 293,100</b>	<b>\$ 664,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 664,000</b>
<b>Sewer System Improvements (105-150)</b>								
2475 DEQ Consent Order Sewer System Imp		\$ 500,000	\$1,334,500	\$1,460,500	\$1,036,500	\$ 233,500	\$ 236,500	\$ 4,301,500
XXXX LS 3-8 (John Tyler Hwy) Control Building		0	0	0	220,000	0	0	220,000
XXXX LS 4-7 (John Tyler Hwy) Control Building		0	0	0	0	0	250,000	250,000
XXXX LS 5-4 (Merrimac Trail) Control Building		0	0	0	0	250,000	0	250,000
<b>Subtotal</b>		<b>\$ 500,000</b>	<b>\$1,334,500</b>	<b>\$1,460,500</b>	<b>\$1,256,500</b>	<b>\$ 483,500</b>	<b>\$ 486,500</b>	<b>\$ 5,021,500</b>
<b>Other Projects (105-160)</b>								
3085 Heavy Equipment		\$ 388,642	80,000	\$ 225,000	\$ 0	\$ 0	\$ 0	\$ 305,000
3105 Building E Rehabilitation		110,933	105,000	0	0	0	0	105,000
<b>Subtotal</b>		<b>\$ 499,575</b>	<b>\$ 185,000</b>	<b>\$ 225,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 410,000</b>
<b>GRAND TOTAL</b>		<b>\$3,072,675</b>	<b>\$3,831,500</b>	<b>\$3,331,500</b>	<b>\$3,331,500</b>	<b>\$3,331,500</b>	<b>\$3,331,500</b>	<b>\$17,157,500</b>

## PURPOSE

The JCSA Debt Service Fund provides for the payment of principal and interest on long-term general obligation debt of the JCSA. The Debt Service Fund provides financing for the Five Forks Groundwater Treatment Facility (FFWTF) and Project Development Agreement (PDA) with the City of Newport News.

**Five Forks Groundwater Treatment Facility.** Revenue Bonds, Series 2003, were issued in 2004 to finance the construction of the FFWTF. In June 2005 the JCSA completed the construction of the 5.0 million gallons per day (mgd) groundwater treatment facility which has reverse osmosis technology to treat water from the Potomac Aquifer. Debt Service for the revenue bonds is for a 15-year period.

Revenues - Contributions from the JCSA's Water Fund are the basic source of revenue.

Expenses - Debt Service spending includes both the principal payments on bonds sold to investors and the interest payments on those bonds. Bond payments began in FY 2004 and covered approximately nine months of interest, with the first payment made January 15, 2004, in the amount of approximately \$862,675. Future payments are projected to be \$1.4 million annually with the final payment to be made in 2018.

**Project Development Agreement with the City of Newport News.** Revenue Bonds, Series 2008, were issued in 2008 to finance the agreement with the City of Newport News to share the costs of a Regional Water Supply Project. The PDA includes a provision for the JCSA to finance 20 percent of the total project costs and in return will be provided a minimum of 4 million gallons of water per day to meet future water demands. The estimated JCSA cost is \$50 million to be paid in two installments. The first installment of \$25 million was paid in December 2008 and the second installment of \$25 million will be paid in December 2019, if it is determined that the additional water is needed. If the second installment is not made available, water will be reduced to 2 million gallons per day.

Revenues – Contributions from the JCSA's CIP Fund are the basic source of revenue.

Expenses – Debt Service spending includes both the principal payments on bonds sold to investors and the interest payments on those bonds. Financing for the first \$25 million is being made over 30 years through issuance of revenue bonds. Bond principal and interest payments are estimated to total \$1,275,247 for FY 2009. Future payments are projected to be \$1.7 million annually with the final payment to be made in 2040.

## BUDGET SUMMARY

	FY 09 <u>Adopted</u>	FY 10 <u>Plan</u>	FY 10 <u>Adopted</u>
<b>Revenues:</b>			
Water Fund Contribution	\$1,384,431	\$1,385,019	\$1,385,019
Capital Improvements Program	<u>1,780,000</u>	<u>1,780,000</u>	<u>1,648,000</u>
Total	<u>\$3,164,431</u>	<u>\$3,165,019</u>	<u>\$3,033,019</u>
<b>Expenses:</b>			
Revenue Bonds, Series 2003	\$1,383,632	\$1,385,019	\$1,385,019
Revenue Bonds, Series 2008	<u>1,780,000</u>	<u>1,780,000</u>	<u>1,648,000</u>
Total	<u>\$3,164,431</u>	<u>\$3,165,019</u>	<u>\$3,033,019</u>

## Virginia Public Assistance Fund

### ***DESCRIPTION OF SERVICES***

To promote self-reliance and protection for James City County residents through the provision of community-based services.

### ***OBJECTIVES***

1. **Child Protective Services:** To expand prevention efforts and promote family preservation.
2. **Benefits Program:** To provide financial assistance to eligible residents.
3. **Adult Services:** To maintain the elderly and disabled in the community through the provision of support services.

### ***BUDGET SUMMARY***

	<u>FY 09 Adopted</u>	<u>FY 10 Plan</u>	<u>FY 10 Adopted</u>
<b><u>Revenues:</u></b>			
From Federal/State	\$ 4,279,107	\$ 4,340,857	\$ 4,366,987
General Fund	1,693,029	1,766,149	1,466,288
Fund Balance	420,029	384,500	384,500
Grant	<u>41,749</u>	<u>41,749</u>	<u>34,136</u>
Total	<u>\$ 6,433,914</u>	<u>\$ 6,533,255</u>	<u>\$ 6,251,911</u>
<b><u>Expenditures:</u></b>			
<b><u>General</u></b>			
Administration	\$ 3,850,736	\$ 3,950,077	\$ 3,692,162
Public Assistance	1,136,315	1,136,315	1,119,956
Purchased Services	1,296,755	1,296,755	1,281,285
Local Non-Reimbursable	79,700	79,700	97,000
Grant Programs	<u>70,408</u>	<u>70,408</u>	<u>61,508</u>
Total Expenditures	<u>\$ 6,433,914</u>	<u>\$ 6,533,255</u>	<u>\$ 6,251,911</u>
Total Local Funding	<u>\$ 2,113,058</u>	<u>\$ 2,150,649</u>	<u>\$ 1,850,788</u>

## **Virginia Public Assistance Fund**

### **BUDGET COMMENTS**

The budget makes funds available for the operation of all Social Services programs. Benefit Programs such as Food Stamps and Temporary Assistance to Needy Families have seen almost 35% increases in the past year due to recent economic situation that has created job losses. The budget includes funds anticipated from the American Recovery and Reinvestment Act for the administration of the Benefit Programs.

This budget does not contain the estimated \$22 million dollars of Federal and State funds that are direct payments and/or services to residents that is spent in our community. The eligibility determination is completed by our staff, and the programs include Food Stamps, Medicaid, and Temporary Assistance to Needy Families (TANF), and Energy Assistance.

There is a significant reduction in the local General Fund contribution largely due to the placement of certain employees in the Social Services budget into vacant Social Service positions yielding higher State and Federal reimbursement levels. These positions had been supervised within Parks and Recreation in the youth prevention services. They will continue to provide prevention services. Additionally, one prevention position was eliminated and two positions were transferred to the Parks and Recreation budget so that key components of the prevention programs will continue.

The State and Local Hospitalization program which provided payments to hospitals for certain services provided to uninsured residents was eliminated in the Governor's budget.

Funds to provide services to the homeless have been increased so that the transitional living services may serve more residents. These services are provided by the Salvation Army in partnership with social workers who collaborate on service plans designed to promote self sufficiency.

The Division of Social Services seeks to maintain quality services, maximize Federal and State revenues, and work with other community resources to insure the needs of our most vulnerable citizens are met. Employees are actively participating in a number of community wide endeavors to deal with the increased demand for health and human services.

## Virginia Public Assistance Fund

### **AUTHORIZED POSITIONS**

	<u>FY 09 Adopted</u>	<u>FY 10 Plan</u>	<u>FY 10 Adopted</u>
<b><u>Full-time Regular:</u></b>			
Social Services Director	1	1	1
Social Work Supervisor	5	5	4
Deputy Director	1	1	1
Chief of Eligibility	1	1	1
Eligibility Supervisor	2	2	2
Social Worker I/II	11	11	13
Senior Social Worker	3	3	3
Social Work Assistant	6	6	5
Administrative Services Coordinator	1	1	1
Senior Administrative Services Coordinator	1	1	1
Account Payable Specialist	1	1	1
Senior Office Assistant	3	3	3
Secretary	1	1	1
Senior Eligibility Worker	5	5	5
Eligibility Worker	6	6	6
Budget Management Specialist	1	1	1
Accounting Technician	1	1	1
Information Systems Technician	1	1	1
Prevention Counselor	<u>2</u>	<u>2</u>	<u>0</u>
	53	53	51
<b><u>Full-time Limited Term:</u></b>			
Social Worker	2.5*	2.5*	1.5*
Prevention Counselor	<u>2</u>	<u>2</u>	<u>0</u>
	4.5	4.5	1.5
Total Full-Time	57.5	57.5	52.5
<b><u>Part-time Regular:</u></b>			
Social Work Assistant (832 hours)	1	1	1

\*One position shared with Community Development.

## Community Development Fund

### **DESCRIPTION OF SERVICES**

To promote and support the provision of affordable, decent, safe, and sanitary housing for all County residents and to upgrade housing conditions, public facilities and services, land development patterns, and environmental quality in low- and moderate-income neighborhoods.

### **OBJECTIVES**

1. **Neighborhood Improvement:** To plan, obtain resources, and administer neighborhood improvement projects, which upgrade the physical environment and support self-sufficiency.
2. **Low- and Moderate-Income Housing Programs:** To identify housing needs of the County's low- and moderate-income families and to obtain resources and administer programs, which address these needs and promote self-sufficiency.

### **BUDGET SUMMARY**

	FY 09 Adopted	FY 10 Plan	FY 10 Adopted
<b><u>Revenues:</u></b>			
County Contribution			
Administration	\$ 431,292	\$ 431,292	\$ 412,340
JCC Employee Home			
Purchase Savings	60,000	60,000	20,000
Housing Fund	200,000	200,000	100,000
Federal, State & Other Grants			
Section 8 Housing			
Choice Voucher	1,240,000	1,300,000	1,300,000
Homeless Intervention	170,260	170,260	170,260
Indoor Plumbing/Rehab.	160,000	100,000	160,000
Emergency Home Repair	12,236	12,236	12,236
Disaster Housing Assistance	3,428	0	0
Program Income	200,000	70,000	70,000
Fund Balance	<u>100,000</u>	<u>50,000</u>	<u>50,000</u>
Total Revenues	<u>\$ 2,577,216</u>	<u>\$ 2,393,788</u>	<u>\$ 2,294,836</u>
<b><u>Expenditures:</u></b>			
Personnel Expenses	\$ 597,958	\$ 613,042	\$ 594,090
Operating Expenses	67,300	67,300	67,300
Housing & Comm. Dev.			
Programs	<u>1,911,958</u>	<u>1,713,446</u>	<u>1,633,446</u>
Total Expenditures	<u>\$ 2,577,216</u>	<u>\$ 2,393,788</u>	<u>\$ 2,294,836</u>

## Community Development Fund

### **AUTHORIZED POSITIONS**

	<u>FY 09 Adopted</u>	<u>FY 10 Plan</u>	<u>FY 10 Adopted</u>
<b><u>Full-time Regular:</u></b>			
Administrator	1	1	1
Community Development Project Manager	1	1	1
Housing Program Coordinator	1	1	1
Housing Specialist	1	1	1
Community Development Planner	1	1	1
Housing Inspector	<u>1</u>	<u>1</u>	<u>0</u>
	6	6	5
<b><u>Full-time Limited Term:</u></b>			
Housing Assistant	2	2	2
Housing Specialist	1	1	1
Social Worker*	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
	3.5	3.5	3.5
<b><u>Part-time Regular:</u></b>			
Housing Inspector	0	0	1

\*Position shared between Community Development and Social Services.

### **PERFORMANCE MEASURES**

<b>MEASURE</b>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Adopted</u>	<u>FY 10 Adopted</u>
Households Assisted	174	177	150	150
Homes Rehabilitated or Replaced	9	3	5	4
New Affordable Housing Completed	30	36	90	30

### **BUDGET COMMENTS**

The FY 2010 Community Development Fund Budget makes available funds for continued operation of County-wide low- and moderate-income housing programs. Not included in these budgets are several million dollars of Federal and State loan and grant funds that are provided to first-time homebuyers through the County's participation in the VHDA SPARC Loan Program and the Hampton Roads Regional Loan Fund Partnership. One Housing Inspector has been reduced from full time to part time status.

## Debt Service Fund

### **PURPOSE**

The County Debt Service Fund provides for the payment of principal and interest on long-term debt of the County. These payments of principal and interest, known as “debt service”, are usually made over 20- or 25-year periods before the bonds are fully repaid. James City County’s debt is currently rated AA2 by Moody’s Investors Service and AA+ by both Standard and Poors Rating Agency and Fitch Ratings. These outstanding ratings translate to lower interest costs to the County.

### **BUDGET COMMENTS**

**Fund Balance** – Money has previously been set aside to act as a shock absorber when new debt is added and new service spending is incurred. What would normally be a sharp increase in funds from recurring revenues, with a possible impact on tax rates, will actually be managed as a gradual incline using this fund balance. Over the period FY 2010 through FY 2014 most of what now exists as a fund balance is expected to disappear.

Page F-7 identifies revenue and expenditure projections for five years, only the first year (FY2010) will actually be budgeted and appropriated.

- A. A \$3 million reduction in funding is shifted to operating budget in FY2011 - opens the new elementary school in August of 2010.
- B. The County issued bonds in December 2006 to finance its share of the costs of three new schools and an expansion to Stonehouse Elementary School. Construction bids much lower than expected for the construction of two of those new schools, new middle and elementary schools on Jolly Pond Road, has resulted in \$8.33 million in excess bond proceeds. \$2.5 million is budgeted as an addition to the Debt Reserve Fund and the remaining \$5.83 million is budgeted for other School capital projects.
- C. The Capital Improvement Program (Section D of this budget document) identifies projected new debt financings and projected debt service costs for these new facilities that are shown in this budget.

FY 2010	13,700,000	Police Building
FY 2010	7,000,000	Community Gym and Jamestown HS Multi-Use
FY 2011	7,000,000	Greenspace/PDR Program
FY 2011	4,800,000	School HVAC Projects
FY 2012	7,000,000	Fire Station #4, Building C and Mid County Park
FY 2013	7,000,000	Greenspace/PDR Program

### County Debt Outstanding (\$1,000s)

	Beginning	Issued	Retired	Ending
FY 2010	\$224,820	\$20,700	\$15,605	\$229,915
FY 2011	229,915	11,800	14,859	226,856
FY 2012	226,856	7,000	14,839	219,017
FY 2013	219,017	7,000	14,786	211,231
FY 2014	211,231		14,703	196,528

## Debt Service Fund

### OPENING NEW ELEMENTARY SCHOOL IN FY2011

	Projected FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
<b>BEGINNING FUND BALANCE</b>	\$12,691,137	<b>\$10,896,011</b>	\$11,089,946	\$ 6,049,085	\$ 2,556,125	\$ 481,358
<b>REVENUES</b>	<b>NOTE</b>					
General Fund - Schools	A	\$18,570,000	<b>\$20,000,000</b>	\$17,000,000	\$17,800,000	\$17,300,000
General Fund - Other		3,260,000	<b>4,167,170</b>	4,300,000	4,900,000	6,800,000
VPSA Refinancing Credit			<b>201,000</b>			8,400,000
Excess Bond Proceeds	B		<b>2,500,000</b>			
Interest During Construction		1,500,000	<b>150,000</b>	50,000		
		<b>\$23,330,000</b>	<b>\$27,018,170</b>	\$21,350,000	\$22,700,000	\$24,100,000
						\$25,400,000
<b>EXPENDITURES</b>						
<b>Schools</b>						
Opsns Center/Baker (1991)		\$ 168,019	<b>\$ 158,811</b>	\$ 149,604	\$	\$
Lit Fund - Toano (1992)		153,025	<b>146,775</b>	140,525	134,275	129,025
VPSA Refunding (1994)		1,146,015	<b>902,296</b>	542,188	247,642	
VPSA - Schools (1997)		1,547,181	<b>1,551,784</b>	1,557,669	1,555,045	1,558,420
VPSA - Schools (1999)		106,179	<b>102,376</b>	93,870	90,585	87,188
VPSA - Schools (1999)		1,499,794	<b>1,503,783</b>	1,499,800	1,501,113	1,504,653
GO Refunding (2003)		2,630,132	<b>2,640,575</b>	2,654,094	2,665,150	2,647,875
High School (2005)		2,732,833	<b>2,734,733</b>	2,732,783	2,730,708	2,729,083
Lease Revenue (2006)		9,099,750	<b>8,860,250</b>	8,620,750	8,381,250	8,141,750
	C	<b>\$19,082,928</b>	<b>\$18,601,383</b>	\$17,991,283	\$17,305,768	\$16,797,994
						\$16,537,862
<b>Non-Schools</b>						
Bank/Fiscal Agent Fees		\$ 75,000	<b>\$ 75,000</b>	\$ 75,000	\$ 75,000	\$ 75,000
Mainland Farm (1999)		102,408	<b>698,874</b>			
GO Refunding (2003)		775,067	<b>748,503</b>	722,193	695,153	668,403
Radio System (2003)		1,530,860	<b>1,530,555</b>	1,530,390	1,530,269	1,530,300
TNCC/Stadium (2005)		1,688,550	<b>1,685,607</b>	1,685,682	1,682,457	1,680,757
General Obligation (2006)		1,870,313	<b>1,828,313</b>	1,786,313	1,744,313	1,702,313
	C	<b>\$6,042,198</b>	<b>\$ 6,566,852</b>	\$ 5,799,578	\$ 5,727,192	\$ 5,656,773
						\$ 5,586,323
<b>Capital Project Proposals</b>						
Police Building (2010)		<b>\$ 1,096,000</b>	\$ 1,096,000	\$ 1,096,000	\$ 1,096,000	\$ 1,096,000
Gymnasium Projects (2010)		<b>560,000</b>	560,000	560,000	560,000	560,000
School HVAC (2011)			384,000	384,000	384,000	384,000
Greenspace (2011 & 2013)			560,000	560,000	1,120,000	1,120,000
Public Facilities (2012)				560,000	560,000	560,000
	C	<b>\$ 1,656,000</b>	\$ 2,600,000	\$ 3,160,000	\$ 3,720,000	\$ 3,720,000
Total expenditures		<b>\$25,125,126</b>	<b>\$26,824,235</b>	\$26,390,861	\$26,192,960	\$26,174,767
						\$25,844,185
<b>ENDING FUND BALANCE</b>		<b>\$10,896,011</b>	<b>\$11,089,946</b>	\$ 6,049,085	\$ 2,556,125	\$ 481,358
						\$ 37,173

## Projected Five-Year Operating Budgets

**(Thousands of Dollars)**

<b>REVENUE</b>	<b>FY 2009 ADOPTED</b>	<b>FY 2010 BUDGET</b>	<b>FY 2011 FORECAST</b>	<b>FY 2012 FORECAST</b>	<b>FY 2013 FORECAST</b>	<b>FY 2014 FORECAST</b>
General Property Taxes	\$107,104	\$106,757	\$109,960	\$114,358	\$118,932	\$123,690
Other Local Taxes	20,210	18,480	19,034	19,796	20,588	21,411
Licenses, Permits and Fees	7,965	7,390	7,612	7,916	8,233	8,562
From the Commonwealth	25,283	25,454	24,718	25,706	26,735	27,804
Charges for Current Services	4,678	4,753	4,895	5,091	5,295	5,507
Other Revenue	1,954	1,301	1,340	1,394	1,449	1,507
	<b>\$167,194</b>	<b>\$164,135</b>	<b>\$167,559</b>	<b>\$174,261</b>	<b>\$181,232</b>	<b>\$188,481</b>
<b>EXPENDITURES</b>						
Contribution to Schools	\$ 74,695	\$ 74,395	\$ 77,739	\$ 80,071	\$ 82,473	\$ 84,947
Operating Departments	52,429	49,962	51,461	53,005	54,595	56,233
Other Outside Agencies	14,765	14,302	14,731	15,173	15,628	16,097
Capital Projects	2,995	600	1,100	3,222	4,391	4,978
Debt Service	21,830	24,167	21,300	22,700	24,100	25,400
Operating Costs from Capital Projects			498	518	538	562
Other Spending	480	709	730	752	775	798
	<b>\$167,194</b>	<b>\$164,135</b>	<b>\$167,559</b>	<b>\$175,441</b>	<b>\$182,500</b>	<b>\$189,015</b>
PROJECTED DEFICIT				(1,180)	(1,268)	(534)
				0.7%	0.7%	0.3%

### **ASSUMPTIONS**

**FY2011 Revenues** - assuming 3% growth, except for From the Commonwealth, which also includes a reduction of \$1.5 million, anticipating State revenue shortfall.

FY2012 - FY2014 Revenues - assuming 4% growth.

**FY2011 Expenditures** - \$3 million plus for Schools - opening new school

Debt Service contributions are those on page F-7 of this budget

Capital Projects and Operating Costs from Capital Projects shown in budget Section D

Operating Departments, Outside Agencies and Other Spending increases 3%

FY2012 - FY2014 Expenditures assume 3% growth a year except for Capital, Debt Service and Operating costs from capital projects

Debt Service contributions are those on page F-7 of this budget

Capital Projects and Operating Costs from Capital Projects shown in budget Section D

## Special Projects/Grants Fund

### PURPOSE

The County Special Projects/Grants Fund was created to account for projects, specific revenue sources including grants and any other funds that may require continuing appropriation or special accounting treatment. Additional funds and program appropriations may occur during the year as the County qualifies for other grant funds.

### BUDGET SUMMARY

	FY 09 Adopted	FY 10 Plan	FY 10 Adopted
<u>Revenues:</u>			
Comprehensive Services Act (CSA)	\$ 275,850	\$ 275,850	\$ 275,850
CSA Local Match-General Fund	217,426	217,426	217,426
CSA School Share	<u>112,000</u>	<u>112,000</u>	<u>112,000</u>
Total	<u>\$ 605,276</u>	<u>\$ 605,276</u>	<u>\$ 605,276</u>
<u>Expenditures:</u>			
Comprehensive Services Act	\$ 605,276	\$ 605,276	\$ 605,276
Total Expenditures	<u>\$ 605,276</u>	<u>\$ 605,276</u>	<u>\$ 605,276</u>

### BUDGET COMMENTS

Costs associated with the Comprehensive Services Act have shifted from the Social Services Fund to this fund beginning in FY 2009. This fund also includes two full time Police positions with benefits that are funded by grants and matches from the General Fund and one part-time position with benefits for the Commonwealth Attorney's office. Renewals of these grants are expected and the actual grant appropriations are submitted when the grants are awarded.

Budgeted Employment Data			All Funds						(Seasonal Workers Excluded)			
<u>DEPARTMENT</u>			<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Accounting	F/T	9	8	8	8	8	8	9	9	9	9	8
	P/T	0	0	0	0	0	0	0	0	0	0	0
Animal Control	F/T	2	3	3	3	3	3	3	3	3	3	2
	P/T	1	0	0	0	0	0	0	0	0	0	1
Board of Supervisors	F/T	1	1	1	1	1	1	1	1	1	1	1
	P/T	0	0	0	0	0	0	0	0	0	0	0
Clerk of the Circuit Court	F/T	12	12	12	12	12	12	12	12	12	12	12
	P/T	2	2	2	2	2	2	2	2	2	2	2
Code Compliance	F/T	16	15	15	16	17	18	20	21	19	19	15
	P/T	1	3	3	2	2	1	1	0	0	0	0
Commissioner of the Revenue	F/T	11	11	11	11	11	11	13	13	13	13	12
	P/T	0	0	0	0	0	0	0	0	0	0	0
Commonwealth's Attorney	F/T	8	8	8	8	8	8	9	9	9	9	9
	P/T	1	1	1	1	1	1	0	0	0	0	0
Communications	F/T	3.5	3.5	4.5	5	5	6	7.5	7.5	6.5	6.5	6.5
	P/T	1	1	0	0	0	0	0	0	0	0	0
Community Services	F/T	5	6	8	5	5	5	4	4	3	3	3
	P/T	1	1	0	1	1	1	1	1	1	1	1
Cooperative Extension Service	F/T	3	3	3	2	2	2	2	2	2	2	2
	P/T	0	0	0	1	1	1	1	1	1	1	0
County Attorney	F/T	4.5	4.5	4.5	4.5	4.5	4.5	5	5	5	5	5
	P/T	0	0	0	0	0	0	0	0	0	0	0
County Administration	F/T	4.5	3.5	3.5	3.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
	P/T	0	1	0	0	0	0	0	0	0	0	0
Courthouse	F/T	2	2	2	2	2	2	2	2	2	2	2
	P/T	1	1	1	1	1	1	1	1	1	1	1
Courts/Judicial	F/T	2	2	2	2	2	2	2	2	2	2	2
	P/T	0	0	0	0	0	0	0	0	0	0	0
Development Management	F/T	4.5	4.5	4.5	4.5	4.5	4.5	3.5	4.5	2.5	2.5	2.5
	P/T	0	0	0	0	0	0	0	0	0	0	0
Economic Development	F/T	3	3	3	3	3	3	3	3	3	3	3
	P/T	0	0	0	0	0	0	0	0	0	0	0
Emergency Communications	F/T	20	20	23	25	25	25	27	27	27	27	27
	P/T	2	2	2	2	2	2	0	0	0	0	0
Emergency Management	F/T	1	1	1	1	1	1	1	2	2	2	2
	P/T	1	1	1	1	1	1	1	0	0	0	0
Emergency Medical Services	F/T	18	18	18	18	18	24	24	25	25	25	25
	P/T	0	0	0	0	0	0	0	0	0	0	0

<b>Budgeted Employment Data</b>		<b>All Funds</b>							(Seasonal Workers Excluded)		
<b>DEPARTMENT</b>		<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Environmental Services	F/T	7	9	9	10	11	13	15	15	15	14
	P/T	0	0	0	0	0	0	0	0	0	0
Facilities Maintenance	F/T	19	20	20	20	20	19	18	19	19	18
	P/T	11	11	11	11	11	11	6	6	6	6
Financial and Management Services	F/T	5	6	7	7	7	7	7	7	7	7
	P/T	0	0	0	0	0	0	0	0	0	0
Fire	F/T	70	70	71	74	77	77	80	83	86	86
	P/T	0	0	0	0	0	0	0	0	0	0
Fleet Maintenance	F/T	7	7	6	6	6	8	8	8	8	7
	P/T	1	0	0	0	0	0	0	0	0	0
General Registrar	F/T	3	3	3	3	3	3	3	3	3	3
	P/T	1	1	1	1	1	1	1	1	1	1
General Services	F/T					2.5	4.5	6.5	6.5	6.5	6.5
	P/T					0	0	0	0	0	0
Grounds Maintenance	F/T	8	9	11	11	15	13	16	21	21	20
	P/T	1	1	0	1	1	1	1	1	1	1
Human Resources	F/T	5	5	5	5	5	5	5	5	5	4
	P/T	0	0	0	0	0	0	0	0	0	1
Information Resources Management	F/T	18	18	19	19	19	20	20	21	21	21
	P/T	1	1	1	1	1	1	1	1	1	0
Mosquito Control	F/T		1	1	1	1	1	1	1	1	0
	P/T		0	0	0	0	0	0	0	0	0
Neighborhood Connections	F/T		2.5	3.5	3	3	3	4	4	4	2
	P/T		1	0	1	1	1	1	1	1	1
Parks and Recreation	F/T	29	33	42	43	43	45	52	56	54	53
	P/T	43	43	35	35	36	37	29	29	29	23
Planning and Zoning	F/T	14.5	14.5	14.5	15.5	16.5	17.5	17.5	19.5	19.5	17.5
	P/T	1	1	1	1	1	2	2	0	0	1
Police	F/T	68	69	72	73	74	78	87	94	97	98
	P/T	1	0	0	0	0	0	0	0	0	0
Purchasing	F/T	3	3	3	3	3	3	3	3	3	3
	P/T	0	0	0	0	0	0	0	0	0	0
Real Estate Assessments	F/T	9	10	11	11	11	11	12	13	13	11
	P/T	0	0	0	0	0	0	0	0	0	0
Satellite Services Office	F/T	2	2	2	2	2	2	2	3	3	3
	P/T	2	2	2	2	2	2	2	2	2	1
Sheriff	F/T	18	18	18	18	18	18	18	18	18	18
	P/T	0	0	0	0	0	0	0	0	0	0

Budgeted Employment Data			All Funds						(Seasonal Workers Excluded)			
<u>DEPARTMENT</u>			<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Solid Waste Management	F/T	6	6	6	6	6	6	7	7	7	7	7
	P/T	1	1	2	2	3	3	2	2	2	2	2
Stormwater	F/T	0	0	0	0	0	0	0	9	8.5	6.5	
	P/T	0	0	0	0	0	0	0	0	0	0	0
Training and Quality Performance	F/T	3.5	4	2	2	2	3	3	3	3	3	3
	P/T	0	1	2	2	2	1	1	1	1	1	1
Treasurer	F/T	12	12	13	13	13	13	13	13	13	13	13
	P/T	0	0	0	0	0	0	0	0	0	0	0
Volunteer Services	F/T	1.5	1.5	0	0	0	0	0	0	0	0	0
	P/T	0	0	0	0	0	0	0	0	0	0	0
Total General Fund	F/T	438.5	452.5	474.0	480.0	492.5	512.5	548.5	586.5	584.0	563.0	
	P/T	74	76	65	68	70	70	53	49	49	43	
Community Development	F/T	8.5	8.5	8.5	8.5	8.5	8.5	9.5	9.5	9.5	8.5	
	P/T	0	0	0	1	1	1	0	0	0	1	
JCSA	F/T	71	74	76	78	81	85	87	88	90	89	
	P/T	0	0	0	0	1	1	2	2	2	2	
Social Services	F/T	46.5	46.5	50.5	52.5	52.5	53.5	53.5	57.5	57.5	52.5	
	P/T	2	2	1	1	1	1	1	1	1	1	
Special Projects/Grants	F/T	0	0	0	0	3	3	1	2	3	2	
	P/T	0	0	0	0	0	0	0	0	1	1	
Grand Total All Funds		F/T	564.5	581.5	609.0	619.0	637.5	662.5	699.5	743.5	744.0	715.0
		P/T	76.0	78.0	66.0	70.0	73.0	73.0	56.0	52.0	53.0	48.0

A list of Authorized Positions Per Department begins on Page G-4.

\* Staffing of independent agencies are not reflected in this document.

**Authorized Positions Per Department**

		<b><u>FY07</u></b>	<b><u>FY08</u></b>	<b><u>FY09</u></b>	<b><u>FY10</u></b>
Accounting	<u>Full-Time Regular</u>				
	Accounting Director	1	1	1	1
	Accountant II (Grant/Special Projects Coordinator)	1	1	1	1
	Payroll Coordinator	1	1	1	1
	Accounts Payable Specialist	2	2	2	2
	Accountant I	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
		7	7	7	7
	<u>Full-Time Limited-Term*</u>				
	Senior Accountant (Payroll Supervisor)	1	1	1	1
	Payroll Clerk	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>
		2	2	2	1
	<u>Part-Time Temporary</u>				
	Intern	1,000 hrs	1,000 hrs	1,000 hrs	1,000 hrs
Animal Control	<u>Full-Time Regular</u>				
	Animal Control Supervisor	1	1	1	1
	Animal Control Officer	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>
		3	3	3	2
	<u>Part-Time Regular</u>				
	Animal Control Officer (1,040 hours)	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
		0	0	0	1
Board of Supervisors	<u>Full-Time Regular</u>				
	Secretary to the Board	1	1	1	1
Clerk of the Circuit Court	<u>Constitutional Officer***</u>				
	Clerk of the Circuit Court	1	1	1	1
	<u>Full-Time Other**</u>				
	Assistant Chief Deputy	1	1	1	1
	Deputy Clerk IV	1	1	1	1
	Deputy Clerk III	2	1	1	1
	Deputy Clerk II	2	2	2	2
	Deputy Clerk I	<u>5</u>	<u>6</u>	<u>6</u>	<u>6</u>
		11	11	11	11
	<u>Full-Time Temporary</u>				
	General Office Clerk	0 hrs	2,080 hrs	0 hrs	0 hrs
	<u>Part-Time Other**</u>				
	General Office Clerk (2,912 hrs)	2	2	2	2

\*\* Positions partially funded by both County and City of Williamsburg.

\*\*\* Positions funded by the State.

**Authorized Positions Per Department**

		<b><u>FY07</u></b>	<b><u>FY08</u></b>	<b><u>FY09</u></b>	<b><u>FY10</u></b>
Code Compliance	<u>Full-Time Regular</u>				
	Code Compliance Director	1	1	1	1
	Chief Building Inspector	1	1	1	1
	Commercial Building Inspector	1	1	1	1
	Inspector I/II/III	8	8	6	4
	Senior Inspector	3	3	3	3
	Chief Plans Examiner	1	1	1	1
	Plans Examiner I/II	1	2	2	1
	Permit Technician I/II	2	2	2	1
	Senior Permit Technician	1	1	1	1
	Administrative Services Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		20	21	19	15
	<u>Part-Time Regular</u>				
	Plans Examiner I/II (1,040 hrs)	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
		1	0	0	0
	<u>On-Call</u>				
	Inspector I	0	0	1,040 hrs	1,040 hrs
Commissioner of the Revenue	<u>Constitutional Officer*</u>				
	Commissioner of the Revenue	1	1	1	1
	<u>Full-Time Regular*</u>				
	Chief Deputy Commissioner	1	1	1	1
	Business License Inspector	1	1	1	1
	Deputy IV	1	1	1	1
	Deputy III	3	3	3	3
	Deputy I/II	3	3	3	3
	Senior Auditor	1	1	1	1
	Business Tax Specialist	1	1	1	1
	Business Tax Field Representative	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>
		12	12	12	11
	<u>Part-Time Temporary</u>				
	Deputy I	1,560 hrs	0 hrs	0 hrs	0 hrs
Commonwealth's Attorney	<u>Constitutional Officer*</u>				
	Commonwealth Attorney	1	1	1	1
	<u>Full-Time Other*</u>				
	Deputy Commonwealth Attorney	1	1	1	1
	Attorney III	1	1	1	1
	Attorney I	2	2	2	2
	Paralegal	1	1	1	1
	Paralegal Assistant	1	1	1	1
	Secretary	1	1	1	1
	Administrative Assistant II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		8	8	8	8

\* Positions approved and partially funded by the State.

\*Positions approved and partially funded by the State.

**Authorized Positions Per Department**

		<b><u>FY07</u></b>	<b><u>FY08</u></b>	<b><u>FY09</u></b>	<b><u>FY10</u></b>
Communications	<u>Full-Time Regular</u>				
	Chief Video Engineer	1	1	1	1
	Video Technician	1	1	1	1
	Communications Director	1	1	1	1
	Communications Specialist I/II	3	3	2	2
	Graphic Designer	1	1	1	1
	Secretary*	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
		7.5	7.5	6.5	6.5
* Position shared between County Administration and Communications.					
Community Services	<u>Full-Time Regular</u>				
	Community Services Manager	1	1	1	1
	Community Services Assistant Manager	1	1	1	1
	Administrative Services Coordinator	1	1	1	1
	Prevention Counselor	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
		4	4	3	3
	<u>Part-Time Regular</u>				
	PDR Administrator (1,040 hrs)	1	1	1	1
	<u>Part-Time Temporary</u>				
	Community Clean Up Program Coordinator	300 hrs	300 hrs	0 hrs	0 hrs
Cooperative Extension Service	<u>Full-Time Other*</u>				
	Unit Administrator	1	1	1	1
	Extension Agent	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		2	2	2	2
	<u>Part-Time Other</u>				
	Extension Agent	1	1	1	0
	<u>Part-Time Temporary</u>				
	Secretary	675 hrs	600 hrs	600 hrs	600 hrs

\*Funded primarily by State Government.

County Attorney	<u>Full-Time Regular</u>				
	County Attorney	1	1	1	1
	Deputy County Attorney	0	1	1	1
	Assistant County Attorney	2	1	1	1
	Legal Technician	1	1	1	1
	Legal Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		5	5	5	5
	<u>Part-Time Temporary</u>				
	Law Clerk	0 hrs	520 hrs	520 hrs	520 hrs

**Authorized Positions Per Department**

		<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>
County Administration	<u>Full-Time Regular</u>				
	County Administrator	1	1	1	1
	Assistant County Administrator	1	1	1	1
	Secretary*	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
		2.5	2.5	2.5	2.5
	<u>Part-Time Temporary</u>				
	Intern	300 hrs	300 hrs	300 hrs	0 hrs

\* Position shared between County Administration and Communications.

Courthouse	<u>Full-Time Regular</u>				
	Courthouse Facilities Superintendent	1	1	1	1
	Facilities Specialist I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		2	2	2	2
	<u>Part-Time Regular</u>				
	Custodian (1,040 hrs)	1	1	1	1
Courts/Judicial	<u>Full-Time Regular</u>				
	Court Administrator	2	2	2	2
Development Management	<u>Full-Time Regular</u>				
	Development Manager	1	1	1	1
	Development Assistant Manager	0	1	0	0
	Civil Engineer I/II/Senior	1	1	0	0
	Development Management Assistant*	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>
		3.5	4.5	2.5	2.5

\* One position shared between Development Management and Planning.

Economic Development	<u>Full-Time Regular</u>				
	Economic Development Director	1	1	1	1
	Economic Development Assistant Director	1	1	1	1
	Economic Development Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		3	3	3	3
Electoral Board	<u>On-Call</u>				
	Lead Electronic Equipment Technician	0	0	52 hrs	52 hrs
	Assistant Electronic Equipment Technician	0	0	168 hrs	168 hrs
Emergency Communications	<u>Full-Time Regular</u>				
	Emergency Communications Director	1	1	1	1
	Emergency Communications Deputy Director	1	1	1	1
	Emergency Communications Officer I/II/Senior/Master	20	20	20	20
	Emergency Communications Shift Supervisor	4	4	4	4
	Warehouse/Electronics Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		27	27	27	27
Emergency Management	<u>Full-Time Regular</u>				
	Administrative Services Coordinator	1	1	1	1
	Emergency Services Director	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
		1	2	2	2
	<u>Part-Time Regular</u>				
	Deputy Emergency Services Coordinator (1,248 hrs)	1	0	0	0

**Authorized Positions Per Department**

		<b><u>FY07</u></b>	<b><u>FY08</u></b>	<b><u>FY09</u></b>	<b><u>FY10</u></b>
Emergency Medical Services	<u>Full-Time Regular</u>				
	Fire/Rescue Captain	3	3	3	3
	Fire/Rescue Lieutenant	0	2	2	2
	Fire Rescue Technician I/II/Senior/Master	19	18	18	18
	Fire Safety Instructor	1	1	1	1
	District Chief	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		24	25	25	25
Environmental Services	<u>Full-Time Regular</u>				
	Environmental Director	1	1	1	1
	Environmental Inspector Supervisor	1	1	1	1
	Environmental Inspector I/II/Senior	6	6	6	5
	Environmental Specialist	1	1	1	1
	Planner I/II/Senior	1	1	1	1
	Civil Engineer I/II/Senior	2	2	2	2
	Chief Civil Engineer	1	1	1	1
	Engineering Assistant	1	1	1	1
	Senior Engineering Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		15	15	15	14
	<u>On-Call</u>				
	Civil Engineer	1,040 hrs	1,040 hrs	0 hrs	0 hrs
Facilities Management	<u>Full-Time Regular</u>				
	Custodial Services Coordinator	1	1	1	1
	Custodial Services Superintendent	1	1	0	0
	Custodian	5	5	5	5
	Custodian Lead	2	2	2	2
	Facilities Superintendent	0	0	1	1
	Facilities Specialist I/II	3	3	3	2
	Senior Facilities Specialist	1	1	1	1
	Facilities Technician I/II	3	4	4	4
	Senior Facilities Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
		18	19	19	18
	<u>Part-Time Regular</u>				
	Custodian (6,760 hrs)	6	6	6	6
	<u>On-Call</u>				
	Custodian	2,102 hrs	2,102 hrs	2,102 hrs	2,102 hrs
	Facilities Specialist I	0 hrs	1,040 hrs	1,040 hrs	1,040 hrs

**Authorized Positions Per Department**

		<b><u>FY07</u></b>	<b><u>FY08</u></b>	<b><u>FY09</u></b>	<b><u>FY10</u></b>
Financial and Management Services (FMS)	<u>Full-Time Regular</u>				
	FMS Manager	1	1	1	1
	FMS Assistant Manager	1	1	1	1
	Senior Administrative Services Coordinator	1	1	1	1
	Senior Budget Analyst	1	1	1	1
	Secretary	1	1	1	1
	Risk Management Director	1	1	1	1
	Mail Clerk	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		7	7	7	7
	<u>On-Call</u>				
	Mail Clerk	300 hrs	300 hrs	300 hrs	300 hrs
Fire Department	<u>Full-Time Regular</u>				
	Fire Chief	1	1	1	1
	Deputy Fire Chief	1	1	1	1
	Fire/Rescue District Chief	4	4	4	3
	Fire/Rescue Captain	15	15	15	15
	Fire/Rescue Lieutenant	0	2	2	2
	Fire Rescue Technician I/II/Senior/Master	57	58	61	61
	Senior Administrative Services Coordinator	1	1	1	1
	Budget Management Specialist	0	0	0	1
	Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		80	83	86	86
	<u>On-Call</u>				
	Firefighter	2,916 hrs	2,916 hrs	2,916 hrs	2,916 hrs
Fleet Maintenance	<u>Full-Time Regular</u>				
	Automotive Technician I	0	1	1	1
	Automotive Technician II	2	2	2	1
	Automotive Technician III	1	1	1	0
	Automotive Inventory Specialist	1	1	1	1
	Fleet Maintenance Administrator	1	1	1	1
	Automotive Service Coordinator	0	0	0	1
	Lead Automotive Technician	0	0	0	1
	Shop Foreman	1	1	1	0
	Small Engine Mechanic	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>
		8	8	8	7

Authorized Positions Per Department					
		<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>
General Registrar	<u>Full-Time Other</u> General Registrar	1	1	1	1
	<u>Full-Time Regular</u> Assistant General Registrar II	2	2	2	2
	<u>Part-Time Regular</u> Assistant General Registrar I (1,352 hrs)	1	1	1	1
	<u>On-Call</u> Assistant General Registrar	1,000 hrs	1,315 hrs	1,280 hrs	1,000 hrs
General Services	<u>Full-Time Regular</u> General Services Manager	1	1	1	1
	General Services Operations Administrator	0	1	1	1
	General Services Coordinator	1	0	0	0
	Transportation Administrator	1	1	1	0
	Environmental Specialist	0	0	0	1
	Capital Projects Coordinator	2	2	2	2
	County Engineer*	0	0	0.5	0.5
	Administrative Services Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		6	6	6.5	6.5
	<u>Full-Time Other</u> Management Assistant	0.5	0.5	0	0
	<u>On-Call</u> General Services Assistant	0 hrs	2,080 hrs	2,080 hrs	2,080 hrs
* Position shared between General Services and Stormwater.					
Grounds Maintenance	<u>Full-Time Regular</u> Facilities and Grounds Administrator	1	1	1	1
	Senior Groundskeeper	3	4	4	4
	Groundskeeper I/II	<u>12</u>	<u>16</u>	<u>16</u>	<u>15</u>
		16	21	21	20
	<u>Part-Time Regular</u> Senior Office Assistant (1,040 hrs)	1	1	1	1
	<u>Seasonal Positions</u> Groundskeeper I/II	500 hrs	500 hrs	500 hrs	500 hrs
Human Resource	<u>Full-Time Regular</u> Human Resource Manager	1	1	1	1
	Human Resource Coordinator	1	1	1	1
	Senior Human Resource Specialist	1	1	1	1
	Human Resource Specialist I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		4	4	4	4
	<u>Full-Time Limited-Term*</u> Human Resource Assistant	1	1	1	0
	<u>Part-Time Limited-Term*</u> Human Resource Assistant	0	0	0	1
	<u>On-Call</u> Human Resource Assistant	100 hrs	360 hrs	300 hrs	300 hrs

\* Position funded by the Williamsburg Regional Library.

**Authorized Positions Per Department**

		<b><u>FY07</u></b>	<b><u>FY08</u></b>	<b><u>FY09</u></b>	<b><u>FY10</u></b>
Information Resources Management	<u>Full-Time Regular</u> (Information Technology)				
	Director of IRM	1	1	1	1
	Programmer Analyst	2	2	2	2
	Information Technology Administrator	1	1	1	1
	Programmer Analyst/Integrator	1	1	1	1
	Information Center Specialist	1	1	1	1
	Technology Support Technician	2	2	2	2
	Information Technology Specialist	1	1	1	1
	Network & Security Engineer	1	1	1	1
	Network Systems Engineer	1	1	1	1
	Web Master	1	1	1	1
	 (Publications Management)				
	Publications Management Supervisor	1	1	1	1
	Publications Specialist	1	1	1	1
	Senior Publications Specialist	1	1	1	1
	 (Telecommunications/Graphics)				
	Telecommunications Network Specialist	1	1	1	1
	Web Interaction Designer	0	1	1	1
	 (Records Management)				
	Records and Imaging Specialist	1	1	1	1
	Senior Records and Imaging Technician	1	1	1	1
	Records and Imaging Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
		20	21	21	21
Mosquito Control	<u>Part-Time Regular</u> (Publications Management)				
	Publications Specialist (1,300 hrs)	1	1	1	0
	<u>Full-Time Regular</u>				
	Environmental Specialist	1	1	1	0
	<u>Seasonal Positions</u>				
	Mosquito Control Operator	830 hrs	830 hrs	830 hrs	0 hrs
Neighborhood Connections	<u>Full-Time Regular</u>				
	Neighborhood Director	1	1	1	1
	Secretary	1	1	1	0
	Neighborhood Coordinator	1	1	1	1
	Neighborhood Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>
		4	4	4	2
	<u>Part-Time Regular</u>				
	Neighborhood Specialist (1,040 hrs)	1	1	1	1

**Authorized Positions Per Department**

		<b><u>FY07</u></b>	<b><u>FY08</u></b>	<b><u>FY09</u></b>	<b><u>FY10</u></b>
Parks and Recreation	<u>Full-Time Regular</u>				
	Community Centers Administrator	1	1	1	1
	Customer Assistant	1	2	2	1
	Senior Customer Assistant	6	6	5	5
	Senior Fitness Trainer	1	1	1	1
	Senior Lifeguard	2	2	2	2
	Park Attendant II	1	1	1	1
	Park Ranger	0	1	1	1
	Park Supervisor	1	2	1	1
	Planner, Park and Greenway	1	1	1	0
	Recreation Operations Coordinator	3	3	3	3
	Recreation Program Coordinator	3	3	3	3
	Secretary	1	1	1	1
	Superintendent of Parks	1	1	1	1
	Account Clerk	1	1	1	1
	Senior Account Clerk	1	1	1	1
	Senior Administrative Services Coordinator	1	1	1	1
	Budget Management Specialist	1	1	1	1
	Communications Specialist II	1	1	1	1
	Information Systems Technician	1	1	1	1
	Parks and Recreation Deputy Director	1	1	1	1
	Parks and Recreation Director	1	1	1	1
	Resource Development Administrator	1	1	1	1
	Human Services Coordinator	1	1	1	1
	Senior Recreation Leader	9	10	10	9
	Recreation Operations Coordinator	2	2	2	3
	Recreation Program Coordinator	7	7	7	8
	Recreation Superintendent/Youth Services Director	1	1	1	1
	Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		52	56	54	53
	<u>Part-Time Regular</u>				
	Customer Assistant (8,996 hrs)	13	11	11	8
	Fitness Attendant/Fitness Trainer I/II (6,604 hrs)	6	6	6	5
	Lifeguard I/II/Senior Lifeguard (6,708)	5	5	5	5
	Park Attendant II (3,120)	0	2	2	2
	Park Supervisor (1,560 hrs)	1	1	1	1
	Senior Park Attendant (1,560 hrs)	1	1	1	0
	Senior Office Assistant (1,560 hrs)	1	1	1	1
	Senior Recreation Leader (1,600 hrs)	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>
		29	29	29	23
	<u>Part-Time Temporary</u>				
	Bus Driver	1,300 hrs	1,331 hrs	1,331 hrs	1,331 hrs
	Customer Assistant	1,348 hrs	1,348 hrs	1,348 hrs	0 hrs
	Fitness Attendant	624 hrs	624 hrs	624 hrs	0 hrs
	Instructor I/II/III	11,724 hrs	11,724 hrs	11,224 hrs	11,224 hrs
	Lifeguard I/II/Senior	9,683 hrs	9,683 hrs	9,683 hrs	8,483 hrs
	Park Attendant I/II	20,913 hrs	19,239 hrs	20,159 hrs	21,628 hrs
	Park Supervisor	920 hrs	920 hrs	920 hrs	920 hrs
	Park Ranger	0 hrs	1,040 hrs	1,040 hrs	1,040 hrs
	Recreation Field Supervisor	200 hrs	200 hrs	200 hrs	200 hrs
	Recreation Leader I	29,257 hrs	29,922 hrs	29,922 hrs	28,232 hrs
	Recreation Leader II	14,810 hrs	15,576 hrs	13,576 hrs	13,576 hrs
	Senior Recreation Leader	1,654 hrs	1,654 hrs	1,654 hrs	1,654 hrs
	Recreation Leader Therapeutic	<u>12,162 hrs</u>	<u>13,245 hrs</u>	<u>8,745 hrs</u>	<u>8,745 hrs</u>
		104,595 hrs	106,506 hrs	100,426 hrs	97,033 hrs

**Authorized Positions Per Department**

		<b><u>FY07</u></b>	<b><u>FY08</u></b>	<b><u>FY09</u></b>	<b><u>FY10</u></b>
Planning and Zoning	<b><u>Full-Time Regular</u></b>				
	Planning Director	1	1	1	1
	Principal Planner/Zoning Administrator	1	1	1	0
	Principal Planner	1	1	1	1
	Zoning Administrator	0	1	1	1
	Zoning Officer I/II	3	2	2	1
	Planner/Senior Planner I/Senior Planner II	10	10	10	10
	Development Management Assistant*	1.5	1.5	1.5	1.5
	Proffer Administrator	0	1	1	1
	Administrative Services Coordinator	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
		17.5	19.5	19.5	17.5
	<b><u>Part-Time Regular</u></b>				
	Principal Planner (1,040 hrs)	0	0	0	1
	Administrative Services Coordinator	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>
		2	0	0	1
	<b><u>Part-Time Temporary</u></b>				
	Intern	2,080 hrs	2,080 hrs	2,080 hrs	2,080 hrs
* Position shared between Development Management and Planning.					
Police Department	<b><u>Full-Time Regular</u></b>				
	Police Chief	1	1	1	1
	Deputy Police Chief	1	1	1	1
	Police Major	2	2	2	2
	Senior Police Investigator	2	2	2	2
	Police Lieutenant	6	6	6	6
	Police Sergeant	4	6	7	7
	Property Control Officer	1	1	1	1
	Police Officer I/II/Senior/Master	66	71	73	73
	Grant Administrator	1	1	1	1
	Senior Administrative Services Coordinator	1	1	1	1
	Crime Analyst	0	0	0	1
	Police Records Clerk	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
		87	94	97	98
	<b><u>On-Call</u></b>				
	Police Officer	150 hrs	600 hrs	600 hrs	600 hrs
	Police Administrative Assistant	<u>2,000 hrs</u>	<u>1,040 hrs</u>	<u>1,040 hrs</u>	<u>1,040 hrs</u>
		2,150 hrs	1,640 hrs	1,640 hrs	1,640 hrs
Purchasing	<b><u>Full-Time Regular</u></b>				
	Purchasing/Management Services Director	1	1	1	1
	Senior Buyer	1	1	1	1
	Buyer II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		3	3	3	3

**Authorized Positions Per Department**

		<b><u>FY07</u></b>	<b><u>FY08</u></b>	<b><u>FY09</u></b>	<b><u>FY10</u></b>
Real Estate Assessments	<u>Full-Time Regular</u>				
	Real Estate Assessments Director	1	1	1	1
	Real Estate Assessments Deputy Director	1	1	1	0
	Real Estate Appraiser I/II/Senior	4	4	4	4
	GIS Technician	0	1	1	0
	GIS Analyst	1	1	1	1
	GIS Supervisor	1	1	1	1
	Real Estate Information Specialist	1	1	1	1
	Real Estate Technical Assistant I/II	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
		12	13	13	11
Satellite Services Office	<u>Full-Time Regular</u>				
	Satellite Services Administrator	1	1	1	1
	Senior Satellite Services Assistant	1	1	1	1
	Satellite Services Assistant I/II	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
		2	3	3	3
	<u>Part-Time Regular</u>				
	Satellite Services Assistant I/II (1,560 hrs)	2	2	2	1
	<u>Part-Time Temporary</u>				
	Satellite Services Assistant I/II	1,560 hrs	1,040 hrs	1,040 hrs	0 hrs
Sheriff	<u>Constitutional Officer*</u>				
	Sheriff	1	1	1	1
	<u>Full-Time Other*</u>				
	Deputy Sheriff	16	16	16	16
	Administrative Staff Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		17	17	17	17
	<u>On-Call</u>				
	Deputy Sheriff	3,120 hrs	3,120 hrs	3,120 hrs	3,120 hrs

\* Positions approved and partially funded by the State.

**Authorized Positions Per Department**

		<b><u>FY07</u></b>	<b><u>FY08</u></b>	<b><u>FY09</u></b>	<b><u>FY10</u></b>
Solid Waste Management	<u>Full-Time Regular</u>				
	Solid Waste Superintendent	1	1	1	1
	Solid Waste Assistant	1	1	1	1
	Environmental Coordinator	1	1	1	1
	Convenience Center Attendant I	2	2	2	2
	Convenience Center Attendant II	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
		7	7	7	7
	<u>Part-Time Regular</u>				
	Senior Office Assistant (1,040 hrs)	1	1	1	1
	Convenience Center Attendant I (2,080 hrs)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		2	2	2	2
	<u>On-Call</u>				
	Convenience Center Attendant I		720 hrs	720 hrs	720 hrs
					720 hrs
Stormwater	<u>Full-Time Regular</u>				
	Stormwater Director	0	1	1	1
	Civil Engineer/Senior*	0	2	1.5	1.5
	Stormwater Inspector I/II/Senior	0	4	4	3
	Development Management Assistant	0	1	1	1
	Secretary	<u>0</u>	<u>1</u>	<u>1</u>	<u>0</u>
		0	9	8.5	6.5
	<u>Part-time Temporary</u>				
	Intern		0 hrs	0 hrs	2,000 hrs
					2,000 hrs
* One position shared between General Services and Stormwater.					
Training and Quality Performance	<u>Full-Time Regular</u>				
	Human Resource Coordinator	1	1	1	1
	Human Resource Assistant	1	1	1	1
	Human Resource Specialist I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		3	3	3	3
	<u>Part-Time Regular</u>				
	Senior Human Resource Specialist (1,560 hrs)	1	1	1	1
Treasurer	<u>Constitutional Officer*</u>				
	Treasurer	1	1	1	1
	<u>Full-Time Regular</u>				
	Senior Accounting Technician*	1	1	1	1
	Accounting Technician*	5	4	4	4
	Assistant Treasurer*	1	1	1	1
	Business Tax Field Representative	1	1	1	1
	Business Tax Specialist	0	1	1	1
	Customer Service Representative I/II*	3	3	3	3
	Senior Customer Service Representative*	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		12	12	12	12
	<u>Part-Time Temporary*</u>				
	Customer Service Representative I/II		150 hrs	150 hrs	150 hrs
	Accounting Technician		0 hrs	2,080 hrs	0 hrs
					0 hrs

\* Positions approved and partially funded by the State.

**Reconciliation of General Fund Appropriations for FY 09  
As Shown in FY 10 Budget**

	<u>Revenues</u>	<u>Expenditures</u>
FY 09 Appropriations, As Adopted, June 2008	\$170,107,024	\$170,107,024
Appropriation adjustments during the year:		
Stormwater Management Fund Balance	244,106	244,106
Insurance proceeds for police vehicle	7,675	7,675
Reduction in Revenue and Expenditures	<u>(3,000,000)</u>	<u>(3,000,000)</u>
Total Adjustments	(2,748,219)	(2,748,219)
FY 09 Appropriations, As Shown in FY 2010 Budget Document	<u>\$167,358,805</u>	<u>\$167,358,805</u>

## General Fund Revenues by Source (In Percent)

Fiscal Year	General Property Taxes	Other Local Taxes	Licenses, Permits, Fees	Fines and Forfeitures	Use of Money and Property	Charges for Current Services	Inter-Government	Miscellaneous	Total
2001	59.4	14.2	5.5	0.2	2	2.4	16.1	0.2	100.00
2002	58.6	14.0	5.6	0.2	1.2	2.6	17.6	0.2	100.00
2003	59.8	13.8	5.8	0.2	0.6	3.0	16.6	0.2	100.00
2004	60.3	13.4	6.3	0.3	0.3	3.1	16.2	0.1	100.00
2005	59.4	14.5	6.2	0.2	0.5	2.8	16.3	0.1	100.00
2006	60.1	14.4	6.3	0.2	0.7	2.6	15.5	0.2	100.00
2007	61.6	13.5	5.9	0.2	1.1	2.4	15.2	0.1	100.00
2008	63.1	12.2	5.0	0.2	1.1	3.1	15.0	0.3	100.00
2009 (Est.)	65.6	11.3	4.6	0.2	0.6	2.8	14.8	0.1	100.00
2010 (Est.)	65.1	11.3	4.5	0.2	0.5	2.8	15.5	0.1	100.00

## General Fund Revenue By Source

<u>Fiscal Year</u>	<u>General Property Taxes</u>	<u>Other Local Taxes</u>	<u>Licenses, Permits, Fees</u>	<u>Fines and Forfeitures</u>	<u>Money and Property</u>	<u>Charges for Services</u>	<u>Inter-Governmental</u>	<u>Misc.</u>	<u>Total</u>
2001	57,520,214	13,711,689	5,333,067	176,803	1,962,869	2,328,716	15,626,608	192,501	96,852,467
2002	60,271,928	14,368,190	5,788,162	203,714	1,195,831	2,680,879	18,079,554	300,818	102,889,076
2003	64,932,615	14,948,074	6,241,266	240,353	681,355	3,232,690	18,053,369	183,661	108,513,383
2004	68,743,915	15,297,039	7,233,545	288,221	288,567	3,486,006	18,503,545	116,844	113,957,682
2005	73,731,983	17,955,400	7,746,142	301,204	574,902	3,501,772	20,235,995	150,352	124,197,750
2006	85,279,502	20,366,681	8,877,130	290,714	1,037,588	3,741,033	21,959,975	374,014	141,926,637
2007	97,047,702	21,273,019	9,255,185	321,443	1,721,382	3,719,005	23,953,138	168,049	157,458,923
2008	105,668,625	20,486,124	8,288,580	366,606	1,789,264	5,106,213	25,173,523	575,175	167,454,110
2009 (Est)	108,302,387	18,730,000	7,602,500	350,000	980,000	4,649,220	24,439,816	218,120	165,272,043
2010 (Est)	106,781,577	18,480,000	7,365,750	350,000	780,000	4,733,175	25,459,655	160,500	164,110,657

**Ratio of Annual Debt Service Expenditures  
For General Bonded Debt To Total General Expenditures**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service</u>	<u>Total General Expenditures*</u>	<u>Ratio of Debt Service to General Expenditures</u>
2001	4,829,277	4,962,200	9,791,477	110,168,556	.0889
2002	4,904,047	4,669,021	9,573,068	126,110,078	.0759
2003	5,442,903	4,243,177	9,686,080	136,887,333	.0708
2004	5,414,782	3,886,121	9,300,903	142,379,879	.0653
2005	6,411,051	4,275,082	10,686,133	154,634,945	.0691
2006	7,215,460	5,962,561	13,178,021	171,917,860	.0767
2007	14,488,702	9,857,524	24,346,226	199,622,475	.1220
2008	14,245,257	11,253,935	25,499,192	212,383,260	.1201
2009 (Est)	14,363,937	10,583,781	24,947,718	209,058,427	.1193
2010 (Est)	15,446,502	10,603,859	26,050,361	198,217,739	.1314

\* Includes General and Other Fund Expenditures and the County percentage of School Board Expenditures.

**Ratio of Net General Bonded Debt To  
Assessed Value and Net Bonded Debt Per Capita**

Fiscal Year	Population	Assessed Valuation	Gross Bonded Debt	Debt Service Monies Available	Net Bonded Debt	Ratio of Net Bonded Debt to Assessed Valuation	Net Bonded Debt Per Capita
2001	49,256	5,320,435,931	88,685,429	9,791,477	78,893,952	.0148	1,602
2002	50,858	5,745,453,131	83,781,382	9,573,068	74,208,314	.0129	1,459
2003	52,303	6,225,817,244	80,537,541	9,686,080	70,851,461	.0114	1,355
2004	53,952	6,802,790,128	75,247,759	9,300,903	65,946,856	.0097	1,222
2005	56,463	7,575,410,210	109,465,708	10,686,133	98,779,575	.0130	1,749
2006	58,893	9,049,255,396	106,091,269	13,178,021	92,913,248	.0103	1,578
2007	60,867	10,704,264,557	239,370,560	24,346,226	215,024,334	.0201	3,533
2008	61,195	11,610,152,643	225,569,735	25,499,192	200,070,543	.0172	3,269
2009 (Est)	63,378	12,079,615,223	212,161,565	24,947,718	187,213,847	.0155	2,954
2010 (Est)	64,873	12,016,702,300	218,415,703	26,050,361	192,365,342	.0160	2,965

Counties in the Commonwealth of Virginia are not subject to a legal debt limitation based on a percentage of total assessed value of real estate.

## **Property Tax Rates Per \$100 of Assessed Value**

<u>Fiscal Year</u>	<u>Real Estate</u>	<u>Personal Property</u>
2001	0.87	4.00
2002	0.87	4.00
2003	0.87	4.00
2004	0.86	4.00
2005	0.825	4.00
2006	0.785	4.00
2007	0.77	4.00
2008	0.77	4.00
2009	0.77	4.00
2010	0.77	4.00

## Assessed and Estimated Actual Value of Taxable Property

Fiscal Year	Assessed Value			Total Assessed Value	Real Property and Public Service Percentage of Estimated Actual Value	Personal Property Percentage of Estimated Actual Value
	Real Property	Personal Property	Public Service			
2001	4,585,882,700	583,751,601	150,801,630	5,320,435,931	100.00	**
2002	4,983,279,400	599,119,465	163,054,266	5,745,453,131	100.00	**
2003	5,457,560,000	602,814,268	165,415,976	6,225,817,244	100.00	**
2004	6,024,565,600	614,647,310	163,577,218	6,802,790,128	100.00	**
2005	6,781,199,400	639,376,935	154,833,875	7,575,410,210	100.00	**
2006	8,189,928,900	693,850,170	165,476,326	9,049,255,396	100.00	**
2007	9,821,638,100	730,150,755	152,475,702	10,704,264,557	100.00	**
2008	10,672,714,225	761,010,321	176,428,097	11,610,152,643	100.00	**
2009 (Est)	11,164,615,223	750,000,000	165,000,000	12,079,615,223	100.00	**
2010 (Est)	11,111,702,300	740,000,000	165,000,000	12,016,702,300	100.00	**

\*\* Personal Property assessed as follows: Mobile Homes at 100 percent of Estimated Actual Value; Machinery and Tools at 25 percent of capitalized cost; Vehicles at 100 percent.

## Property Tax Levies and Tax Collections

Fiscal Year	Total Tax Levy	Collection of Current Taxes	% of Levy Collected	Collection of Back Taxes	Total Collections, Current and Back	% of Total Collections to Tax Levy
2001	64,782,011	61,581,853	95.06%	1,913,905	63,495,758	98.01%
2002	66,574,122	65,456,146	98.32%	1,916,554	67,372,700	101.20%
2003	72,770,254	71,037,857	97.62%	2,563,632	73,601,489	101.14%
2004	77,632,358	75,152,542	96.81%	2,403,245	77,555,787	99.90%
2005	82,556,220	79,820,882	96.69%	2,366,403	82,187,285	99.55%
2006	95,154,222	94,002,341	98.79%	2,356,361	96,358,702	101.27%
2007	106,752,648	110,001,687	103.04%	2,138,506	112,140,193	105.05%
2008	115,926,317	118,483,255	102.21%	2,719,656	121,202,911	104.55%
2009 (Est)	119,404,107	117,016,025	98.00%	2,157,500	119,173,525	99.81%
2010 (Est)	122,986,230	119,471,722	97.14%	2,157,500	121,629,222	98.90%

## List of Principal Property Taxpayers

	<u>Name</u>	FY 08 Property Taxes Assessed	Percent of County Total
1.	Anheuser-Busch, Inc.	\$ 4,733,102	4.19%
2.	Busch Entertainment, Corp.	1,621,385	1.42%
3.	Wal-Mart, Inc.	1,210,531	1.06%
4.	Powhatan Plantation Owners Association	1,021,336	0.90%
5.	Busch Properties, Inc.	740,588	0.65%
6.	Williamsburg Landing, Inc.	716,757	0.63%
7.	Virginia Electric and Power Company	654,213	0.57%
8.	Williamsburg Plantation Owners Association	648,084	0.57%
9.	Ball Metal Container	633,299	0.56%
10.	Manor Houses Associates	602,214	0.53%
Totals		<u><u>\$12,581,509</u></u>	<u><u>11.08%</u></u>

## Households and Population

Fiscal Year	Total Population <sup>1</sup>	Institutional Population <sup>2</sup>	Total Household Population <sup>3</sup>	Number of Households <sup>4</sup>	Persons Per Household
2000	48,102	994	47,108	19,003	2.47
2001	50,200	929	49,271	19,866	2.48
2002	51,800	906	50,894	20,533	2.48
2003	53,100	828	52,272	21,160	2.47
2004	55,200	826	54,374	22,095	2.46
2005	56,600	839	55,761	22,974	2.43
2006	59,183	902	58,281	23,478	2.48
2007	61,495	962	60,533	26,507	2.28
2008	62,237	900	61,337	27,567	2.23
2009 (Est)	64,038	900	63,138	28,670	2.20
2010 (Est)	65,717	900	64,817	29,817	2.17

<sup>1</sup> 2000 statistics are from the 2000 Census. 2001-2005 Population Estimates are from The Weldon Cooper Center for Public Service at the University of Virginia, February 2005. 2006 Population Estimates are from Weldon Cooper, February 2007. 2007-2008 Population Estimates are from Weldon Cooper, January 2009. Projections for 2009 and 2010 are from the James City County Planning Division, and were prepared in November 2008.

<sup>2</sup> Institutional population figures for 2000-2010 include Eastern State Hospital, Virginia Peninsula Regional Jail, and the Merrimac Center.

<sup>3</sup> Household population represents total population minus the population of institutions.

<sup>4</sup> Number of households are from the James City County Planning Division, supplemented by data from U.S. Census and Virginia Employment Commission.